



**The Relationship between Work Values, Work-Life Balance and Employee  
Committee: A Case Study of Generation Y Hotel Employees in Phuket**

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**A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of  
Master of Business Administration in Hospitality and Tourism Management  
(International Program)**

**Prince of Songkla University**

**2018**

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**Thesis Title**      The Relationship between Work Values, Work-Life Balance and  
 Employee Committee: A Case Study of Generation Y Hotel  
 Employees in Phuket


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<b>ปีการศึกษา</b>	2560

### บทคัดย่อ

การศึกษานี้มีวัตถุประสงค์เพื่อ (1) ประเมินคุณค่าในการทำงาน ความสมดุลในชีวิตการทำงานและความผูกพันทางใจของพนักงาน โรงแรมเจเนเรชั่นวายต่อองค์กรในจังหวัดภูเก็ต (2) ศึกษาปัจจัยส่วนบุคคลของพนักงาน โรงแรมเจเนเรชั่นวาย (เพศ, ระดับการศึกษา, และประสบการณ์ในงาน) ที่มีผลต่อคุณค่าในการทำงาน ความสมดุลในชีวิตการทำงาน และความผูกพันทางใจของพนักงานต่อองค์กร และ (3) ศึกษาปัจจัยของคุณค่าในการทำงานและความสมดุลในชีวิตการทำงาน ซึ่งส่งผลต่อความผูกพันทางใจของพนักงาน โรงแรมเจเนเรชั่นวาย ต่อองค์กร เก็บรวบรวมข้อมูลโดยใช้แบบสอบถามจำนวน 520 ชุดในกลุ่มเป้าหมาย คือพนักงาน โรงแรมเจเนเรชั่นวาย ในโรงแรมระดับ 3-5 ดาวในจังหวัดภูเก็ต และได้รับแบบสอบถามตอบกลับมาจำนวน 406 ชุด ผลการศึกษา พบว่า พนักงาน โรงแรมเจเนเรชั่นวาย มีความสัมพันธ์ระดับสูงกับคุณค่าในการทำงาน และมีความสัมพันธ์ระดับกลางกับความสมดุลในชีวิตการทำงาน มีความผูกพันระดับสูงต่อนายจ้างปัจจุบัน ผลการศึกษาปัจจัยส่วนบุคคล พบว่า เพศมีผลต่อคุณค่าในการทำงาน ความสมดุลในชีวิตการทำงาน และความผูกพันของพนักงาน แต่พบว่าระดับการศึกษา และประสบการณ์ในงานไม่มีผลต่อ ความผูกพันของพนักงาน แต่ระดับการศึกษา และประสบการณ์ในงานมีผลต่อคุณค่าในการทำงาน ความสมดุลในชีวิตการทำงาน

นอกจากนี้ยังพบว่า มีความสัมพันธ์ทางบวก ระหว่างคุณค่าในการทำงาน (เอกภาพในงาน, ความเป็นอิสระ, การได้รับการยกย่อง) ปัจจัยความสมดุลในชีวิตการทำงาน (ชีวิตการทำงานกับชีวิตส่วนตัวมีความสมดุล, การมีเวลาเพียงพอหลังเลิกงาน, การสนับสนุนของหน่วยงาน, การอุทิศตนเพื่อความก้าวหน้าในงาน) และความผูกพันของพนักงาน ผลการศึกษานี้จะเป็นประโยชน์สำหรับผู้บริหาร โรงแรมในการพัฒนากลยุทธ์ในการบริหาร เพื่อดึงดูดและคงไว้สำหรับพนักงาน โรงแรมเจเนเรชั่นวาย ในจังหวัดภูเก็ต และทำความเข้าใจในความแตกต่างของในการเห็นคุณค่าในการทำงานของพนักงาน โรงแรมเจเนเรชั่นวาย

**คำสำคัญ:** คุณค่าในการทำงาน, ความสมดุลในชีวิตการทำงาน, ความผูกพันทางใจของพนักงานต่อองค์กร, พนักงาน โรงแรมเจเนเรชั่นวาย, จังหวัดภูเก็ต

<b>Thesis Title</b>	The relationship between work values, work-life balance, and employee commitment: A case study of Generation Y hotel employees in Phuket
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<b>Major Program</b>	Hospitality and Tourism Management (International)
<b>Academic Year</b>	2017

### ABSTRACT

The objectives of this study were (1) to assess the work values, work-life balance, and employee commitment of Generation Y hotel employees in Phuket: (2) to measure the impacts of Generation Y demographic characteristics (in terms of gender, education, and working experience) on the work values, work-life balance and employee commitment: and (3) to examine the influence of work values and work-life balance factors on Generation Y employee commitment. A questionnaire was applied for the data collection. Generation Y hotel employees in 3-star to 5-star hotels in Phuket were the target. Five hundred and twenty questionnaires were distributed, and 406 were returned and usable.

The results showed that Generation Y hotel employees had relatively high work values and moderately high levels of work-life balance. Generation Y hotel employees also have high commitment to their current employers. The demographic characteristics in terms of gender have influence on work values, work-life balance and employee commitment. In contrast, education and working experience do not any impact on employee commitment. However, education and working experience have influence on work values and work-life balance.

Additionally, there was a positive relationship between work values (work centrality, non-compliance, and recognition), work-life balance factors (life orientation, enough time off work, workplace support, and maintaining work and career), and employee commitment. The results of this study will be useful for hotel managers to develop strategies to attract and retain Generation Y employees in Phuket and clearly understand the issue of work value differences in Generation Y hotel employees.

**Keywords:** work values, work-life balance, employee commitment, Generation Y hotel employees, Phuket

## ACKNOWLEDGEMENTS

Many people supported the completion of this graduate thesis. I would like to acknowledged them for their good support and cooperation.

First of all, I would like to extend my gratitude to Asst. Prof.Dr.NareeyaWeerakit who gave me excellent suggestions and examined this thesis from the beginning to the end to help me complete my master's degree.

Second, I would like to say “thank you” to all the lectures of Prince of Songkla University, Phuket Campus, who greatly helped by providing me with necessary academic knowledge, vision and valuable experience.

Finally, I would like to express my love and thanks to my parents, my husband, my classmates and my friends for all their love and support during my study. Without their tremendous support, this thesis would not have been successfully achieved. A special thanks to all those whose names are not listed here. Without their kindness, help and support, this thesis would not have been successfully achieved.

Ratirat Na Pathalung

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## LIST OF PAPERS

**This thesis is based on the following papers:**

Ratirat Na Pathalung. (2018). The relationship between work values, work-life balance, and employee commitment: A case study of Generation Y hotel employees in Phuket. *Journal of International Studies, Prince of Songkal University* 8(1) (January – June 2018.)

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*Journal of International Studies, Prince of Songkal University.*

April 17, 2018

## *Letter of Acceptance*

Dear Ms. Ratirat Napathalung,

The Editorial Team of Journal of International Studies (JIS), is pleased to inform you that your manuscript entitled "Generation Y's Work Values, Work-life Balance and Employee Commitment: A Case Study of Hotel Employees in Phuket" has been accepted for the publication.

Your manuscript is scheduled to be published in the upcoming journal issue *Journal of International Studies, Prince of Songkla University*, Vol. 8 No. 1 January – June 2018

Kind regards,



(Mr. Jirameth Rungruang)

Editor-in-Chief

Journal of International Studies,

Prince of Songkla University



## 1 INTRODUCTION

### 1.1 Statement of the Problem

Thai hospitality and tourism industry continues to grow rapidly. Reuters (2016) reported that tourism constituted 10 percent of the Thai GDP in year 2015. Thai government is targeting revenue from tourism of 2.3 trillion baht in 2016, up from 2.21 trillion baht in 2015 with the estimated number of visitors at 32 million in 2016, when there were 29.88 million visitors in year 2015.

According to a statistical report by Thailand Airport Immigration, Thailand welcomed 29,923,185 international passengers in 2016. The tourism industry showed an increase in the number of international arrivals to Thailand from 2007 to 2015, as shown in table 1, showing a growth rate at 24.21% compared to the previous year (Department of Tourism, 2017).

Table 1 Number of Tourists to Thailand 2007-2015

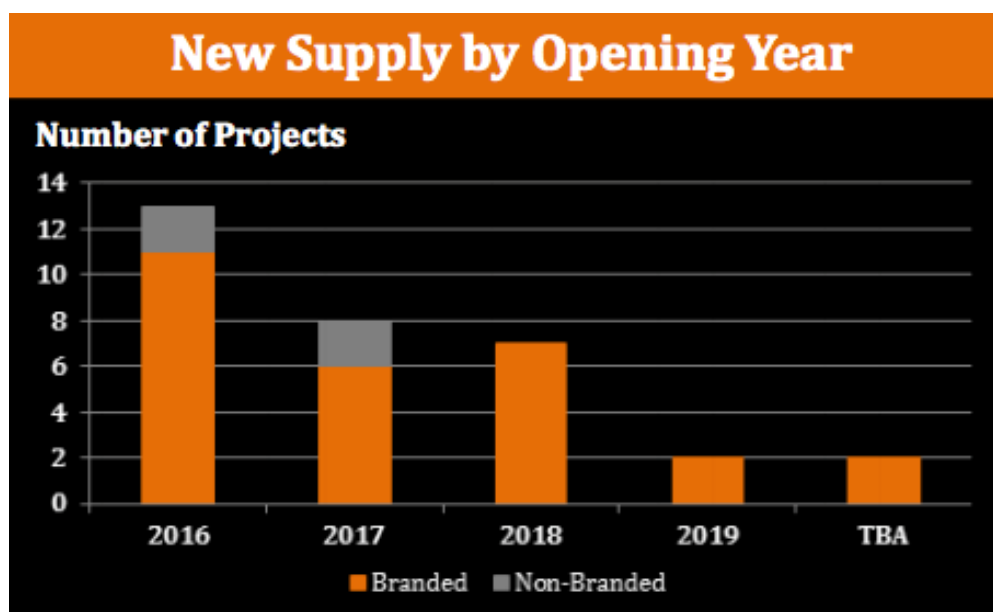
Year	Number of Tourists to Thailand 2007-2015	$\Delta$ (%)
2007	14,464,228	4.65
2008	14,584,220	0.83
2009	14,149,841	-2.98
2010	15,936,400	12.63
2011	19,230,470	20.67
2012	22,353,903	16.24
2013	26,546,725	18.76
2014	24,809,683	-6.54
2015	29,923,185	24.21

Source: Immigration Bureau, Police Department (Department of Tourism), 2017.

Phuket Gazette (2016) reported the number of international visitors at Suvarnabhumi Airport at 29 million in year 2015, and that roughly a third of these visitors visit Phuket. These indicate that Phuket is one of the most popular travel destinations in the southern part of Thailand for international and domestic travelers. The hospitality industry in Phuket is constantly growing, which generates income and employment for the local communities in Phuket. C9 Hotelworks Market Research has stated that 5,216 rooms, approximately 71% and

75%, respectively, of the branded and independent hotels operating in Phuket, were added between 2016 and 2019 in response to the huge growth in tourist demand. This number indicates a high level of competition in hotel industry as shown in figure 1.

Figure 1 Projected number of new hotel will open in 2016 -2019



Source: C9 Hotelworks Market Research, 2016

Many hotels concentrate on service and service quality to gain a complete advantage against competitors. The quality of service is a significant factor that the hospitality industry considers as a ladder to success and organizational achievement. Many studies revealed that, in the service industry, employees play an important role in providing service, to maximize the customer's satisfaction. Lee, Ok and Hwang (2016) found that employee performance influences the customer's satisfaction. However, work values and employee commitment towards work affect the employees' performance as well, and the employee's job satisfaction is an important factor that influences work values and employee commitment (Gursoy, Maier and Chi, 2008).

Reviewing the workforce composition in terms of age in the hotel industry, Generation Y represents the largest population of the labor industry (Stewart et al., 2017). Many hotels see Generation Y as important employees. Many research studies on generation Y emphasize generational differences (Gursoy, Maier and Chi, 2008) and the perception of

Generation Y (Richardson and Thomas, 2012). Gursoy, Chi and Karadag (2013) also found that different generations (Baby Boomers, Gen X and Gen Y) have different work values.

The Phuket hospitality industry has witnessed an increasing number of enthusiastic people from Generation Y, looking to start their career in the hotel industry. This creates many challenges related to Generation Y for current hotel managers, in terms of providing them with favorable working conditions. One of the challenges in the Phuket hospitality industry is the kind of work values of Generation Y, and how they have affected employee commitment and employee turnover. According to the National Statistical Office (2014), turnover rate of Generation Y in Phuket hospitality industries is high. In order to minimize employee turnover and maximize employee commitment, hotel managers need to understand the particular set of work values that are common to Generation Y workers, and how those values impact their commitment to their work.

Although there are many studies related to Generation Y's work values and the factors affecting Generation Y's commitment to work (Gursoy, Maier and Chi, 2008; Wollack et al., 1971; Elizur, 1994), including such elements as work-life balance, work experience, and empowerment, there is very little or no study conducted on Generation Y within the context of the Thai hotel industry, especially in Phuket. Therefore, this study intends to investigate the work values of Generation Y that affect their commitment to the hospitality industry in Phuket. The results of this study will be useful for hotel managers to develop strategies to attract and retain Generation Y employees in Phuket. It is hoped that this research will contribute to the understanding of the perception of Generation Y hotel employees and to understanding the issue of work value differences of Generation Y hotel employees.

## **1.2 Research Questions**

1. What is the perception of Generation Y hotel employees towards work values, work-life balance and employee commitment?
2. How do work values and work-life balance factors affect Generation Y hotel employee commitment?

## **1.3 Research Objectives**

1. To investigate the work values, work-life balance and employee commitment of Generation Y hotel employees in Phuket.



2. To investigate the impacts of Generation Y demographic characteristics (in terms of gender, education, and working experience) on their work values, work-life balance and employee commitment.

3. To investigate the influence of work values and work-life balance factors on Generation Y employee commitment.

#### **1.4 Significance of the Study**

This research will be important for hotel managers and owners in Phuket to understand the perception of Generation Y employees in terms of their work-related values, work-life balance and its affect to Generation Y employee commitment. The result of this study can help them to minimize the turnover rate and to retain highly competent Generation Y employees. Further, it will help Human Resource management in recruitment processes.

Human resource management can also use this research to determine which work-related values are important to their employees, manage Generation Y to work more efficiency, understanding the different work values of Generation Y hotel employees and help human resource management to create strategies with this information when developing policies to retain Generation Y employees in the hotel.

#### **1.5 Scope of the Study**

##### **1.5.1 Research Location**

The study focuses on Phuket because Phuket is the most famous travel destination in southern of Thailand.

##### **1.5.2 Research population**

The study of this research is focused on Generation Y hotel employees who are working in 3-star to 5-star hotels in Phuket.

##### **1.5.3 Research Period**

The entire process of this study was conducted from May until November 2017.

#### **1.6 Definitions of Key Terms**

“Employee commitment” A state wherein an employee believes in the goals and values of the organization, and which gives him or her a desire to remain within their organization for the long term (Mayer and Schoorman, 1992).

- “Generation Y” People born between 1981 and 2000, whose lives are more technologically minded as a result of their access to, and experience with computers, smartphones and similar devices while growing up (Gursoy, Chi and Karadag,2013)
- “Hotel employee” An employee who is working in the hotel (Dymock and McCarthy, 2006).
- “Work-life balance” A state wherein a person’s career can be successful, while still affording him or her sufficient time personal life, family and friends (Wong and Ko, 2009).
- “Work Values” Employee’s attitudes towards job responsibility (Wollack et al., 1971).

### **1.7 Operational Definitions**

- “Leadership” The ability of an individual to "lead" or guide other individuals and teams (Gursoy, Chi and Karadag, 2013).
- “Life Orientation” A focus on an improvement of a person’s quality of life (Wong and Ko, 2009).
- “Non-compliance” Refusal to comply with a rule or regulation (Gursoy, Chi and Karadag, 2013).
- “Recognition” Admiration and respect for a person’s achievements (Gursoy, Chi and Karadag, 2013).
- “Work centrality” A sense that a person’s work is of central importance in his or her life (Gursoy, Chi and Karadag, 2013).

### **1.8 Hypothesis**

Hypothesis of this research is based on conceptual framework.

Hypothesis 1: Generation Ys’ demographic characteristics, in terms of gender, education and working experience, have an impact on employee commitment, work values, work-life balance.

Hypothesis 1.1: Employee characteristics, in terms of gender, education, and working experience, have an impact on employee commitment of Generation Y.

H1.1.1: Gender has an impact on employee commitment of Generation Y.

H1.1.2: Education has an impact on employee commitment of Generation Y.

H1.1.3: Working experience has an impact on employee commitment of Generation Y.

Hypothesis1.2: Employee characteristics, in terms of gender, education and working experience, have an impact on work values of Generation Y.

H1.2.1:Gender has an impact on work values of Generation Y.

H1.2.2:Education has an impact on work values of Generation Y.

H1.2.3:Working experience has an impact on work values of Generation Y.

Hypothesis1.3: Employee characteristics, in terms of gender, education and working experience, have an impact on work-life balance of Generation Y.

H1.3.1:Gender has an impact on work-life balance of Generation Y.

H1.3.2:Education has an impact on work-life balance of Generation Y.

H1.3.3:Working experience has an impact on work-life balance of Generation Y.

Hypothesis2: There is relationship between work value, work life balance and Generation Y employee commitment.

## **2 LITERATURE REVIEW**

### **2.1 Theoretical Foundation**

#### *2.1.1 Generations in the workplace*

The different generations of hotel employees can be separated into three generations, which are also the most represented generations today's broader, overall workplace. They are Baby Boomers (born 1946 -1964), Generation X (born 1965 – 1980) and Generation Y (born 1981-2000), and all have strong generational difference among hospitality service employees (Gursoy, Maier and Chi, 2008). Each generation has its own personal characteristics and differing perceptions of work values. Understanding of those differences among generations can support the generation of a more efficient workplace (Gursoy,Chi and Karadag, 2013).

Baby Boomers are frequently characterized as "Workaholics." They are looking for success and achievement. They prefer living to work, and they respect authority and hierarchy. They are self-directed, pleasure-seeking and family-centric (Gursoy, Maier and Chi, 2008). They work hard in order to get promotions and rewards. They perceive that their career

gives them a sense of self-value and significance. In effect, career is a central source of worth and a life-focus (Chen and Choi, 2008).

The characterization that Generation X employees view work as “just a job” are accurate. They are self-assured, ambitious and independent. They have less tolerance for work than Baby Boomers (Chen and Choi, 2008). They prefer working in a team, flexibility of working hours and they seek social avenues to provide development opportunities. They work to live, and they are against authority. They require feedback on their performance, and they like to be promoted and rewarded immediately (Gursoy, Maier and Chi, 2008).

### *2.1.2 Generation Y*

Generation Y are also called millennials, netters and nexters. The characteristics of Generation Y employees are self-confidence, decisiveness, entitlement, positive thinking and teamwork. Generation Y are attentive and cooperative with suggestions from the supervisors. They expect work-life balance of the workplace (Gursoy, Maier and Chi, 2008). Chen and Choi (2008) also say that Generation Y also has high individual expectations, like to be active, are optimistic, flexible and idealistic.

Generation Y is the newest generation of employees entering the hospitality workplace. The hospitality industry is emphasizing the work values of Generation Y and working to understand their perceptions. People born in Generation Y are more technologically minded, having grown up with computer, smartphones and similar devices (Gursoy, Chi and Karadag, 2013). Social networks have significant impact on their lifestyles.

These days, the generations in the workplace are diversified, and generation Y is a key factor in the workforce. The workplace in the hospitality industry demonstrates Generation Y (born between 1981 to 2000) behavior that affects the productivity of the organization. That productivity, in turn, affects Generation Y's career prospects and goals (Maxwell, Ogden and Broadbridge, 2010). Generation Y employee behavior seeks employment that provides well-being and a balance between work and personal life (Richardson and Thomas, 2012). A previous study has found that Generation Y employees had high turnover rates within the hospitality industry which represent a significant challenge to employers in managing recruitment for the long- term (Gin Choi, Kwon and Kim, 2013).

The perceptions of Generation Y employees are very important and should be analyzed in the context of their relationship to Generation Y work values. According to research from Gursoy, Chi and Karadag (2013), some variables were found relating to the work values of employees. The study divided these variable as follows: 1) Work centrality 2) Non-compliance 3) Leadership and 4) Recognition. It was found that Generation Y employees desire to be recognized in term of praise, promotion, and pay. Generation Y employees want to work in a comfortable environment due to their preferences of work-life balance. Gin Choi, Kwon and Kim (2013) found that the workplace impacts job satisfaction, task performance and individual behavior of Generation Y employees. A pleasant workplace results in employees with a more positive attitude towards their performance and greater willingness to help co-workers within their organization, which improves organizational performance (Gin Choi, Kwon and Kim 2013).

Many researchers agreed that Generation Y was one of the most important factors in the workplace. Stewart et al. (2017) investigated how to manage Generation Y employees, and how duty, drive and rewards had impacts on organizational commitment and workplace culture. The study found that Generation Y desired the performance appraisal process to enhance performance, in order to increase their levels of career success. They were aware of support from their organization, and feedback was as important as rewards for their performance (Stewart et al., 2017). Kim, Knight and Crutsinger (2009) also found more variables related to the work experience of Generation Y employees. They identified those variable as role ambiguity, supervisor support, work involvement affecting job performance, and job satisfaction. They preferred a challenging job, expect quick promotion and development, need recognition of organization, and follow structure and direction by a leader (Chen and Choi, 2008).

Generation Y employees gave great respect to experienced and elder generations, since Baby Boomers give them great advice to improve their skills and performance in their duties. Stewart et al. (2017) also found that Generation Y employees accepted that increased access to information was associated with increased levels of job responsibility. An important factor that influences Generation Y to work is their values (Gursoy, Maier and Chi, 2008). They build relationships with co-worker in the workplace, and they preferred to work in teams (Kim, Knight and Crutsinger, 2009). Gursoy, Maier and Chi (2008) suggested the importance of understanding and improving the interpersonal skills of Generation Y employees

with generational differences in their workplace. For example, having dinner outside the workplace or participating in sports activities made them feel more comfortable to work and express high commitment to the organization.

Kim, Knight and Crutsinger (2009) presented a gender perspective on Generation Y employees, indicating that women had positive perceptions of job characteristics which impact positive job satisfaction, good performance and career intention when there is strong supervisory support in the workplace. Male generation Y employees were motivated by job satisfaction, and they performed well in career intention. Daud (2016) also found that their level of maturity and working experience helped them to understand their needs and abilities, which increased their job satisfaction and fulfilled their expectations regarding their personal career development over the long term, in the hospital industry.

### *2.1.3 Work Values*

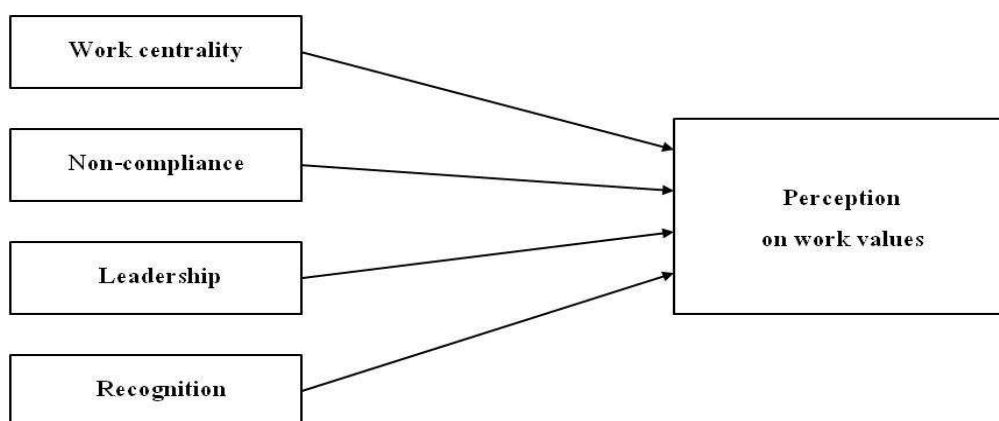
One of the factors that is likely to significantly influence employees' commitment to work is that of his or her work values. Gursoy, Maier and Chi (2008) have stated that work values affect employees' job satisfaction and their perceptions of quality or reward from their work, each of which is important for their jobs and broader lives. As stated by Wollack et al. (1971) "work values" refers to the employee's attitude towards job responsibility. Gursoy, Chi and Karadag (2013) defined work values as the way in which job responsibility affects productivity of work.

The previous study found that managers should be aware of the fact that employees view their job responsibility in the context of their work values, which reflects in the individual's job satisfaction (Kalleberg, 1977). Kalleberg (1977) found employees will perceive their work values when they are empowered in their workplace. Specifically, they perceive which work values had the strongest influence on their job satisfaction. Tepeci and Bartlett (2002) also found that motivation of work values depends on recognition by co-workers and supervisors, and how those co-workers and supervisors view the individual needs and work values of the employees. This indicates that work values are important in the hospitality industry. Chen and Choi (2008) found that factors including comfort and security, professional growth, personal growth and work environment all affect the work values of employees. Work Values have a direct impact on an employee's job satisfaction and employee commitment. White (2006) identified

factors contributing to employee turnover in the hospitality industry as low pay and poor working conditions, and that these factors have an effect on work values.

As stated by Gursoy, Maier, and Chi (2008), the work values of employees consist of cognitive (thinking), affective (emotional), and behavioral (action) factors. This influences employee commitment in organizations as well. Liang (2012) found that organizations need to improve understanding of employees' work values, which affect the performance of their employees. Judge and Bretz (1992) also reported that when supervisors and employees shared common work values, increased job satisfaction and more commitment in the organization resulted. White (2006) studied about the work values of employees in the context of their cultural orientation, indicating that the aspects of different cultural orientations had effects on work and job satisfaction in the hospitality industry.

Figure 2 Factors affecting perception of work values



Source: Gursoy, Chi and Karadag (2013)

Research from Gursoy, Chi and Karadag (2013) found more variables related to work values of employees and divided those variable as follows: Work centrality, Non-compliance, Leadership and Recognition. They demonstrated that these variables had an effect on the work values of hotel employees.

There are many factors that affect work value of employees. Elizur (1994) showed that due to gender differences in work values, women gave more attentiveness than men in terms of cognitive, affective and instrumental factors. Toffoletti and Starr (2016) also found that women pay attention to these variable: esteem, co-workers, fairness and opportunity for

communication with people. In contrast, men are more successful in their careers due to working longer hours and greater movability at work (Maxwell and Broadbridge, 2014).

In terms of education, a previous study examined employees with college degrees and determined that job responsibility, rewards and job security had motivational effects on the work values in areas such as job selection and career development of employees (Sortheix, Chow and Salmela-Aro, 2015). Work values had effects on the behavior and attitudes which stemmed from the education of employees (White, 2006). Judge and Bretz (1992) also found that employees who graduated pay attention to organizational attributes, opportunities for promotion and pay, and that their work values influenced their job satisfaction, commitment and their decision-making.

One previous study indicated that there are generational differences in work values in the workplace (Chen and Choi, 2008). Gursoy, Chi and Karadag (2013) also reported that environment and sociality are likely to significantly influence work values. The perception of employees had effects on behavior and attitudes toward work values. The factors of age, work experience and workplace goals are related to generational differences in work values Gursoy, Chi and Karadag (2013).

Therefore, the hypothesis was developed as *H1.2: Employee characteristics in terms of gender, education and working experience have an impact on work values.*

#### *2.1.4 Work-life Balance*

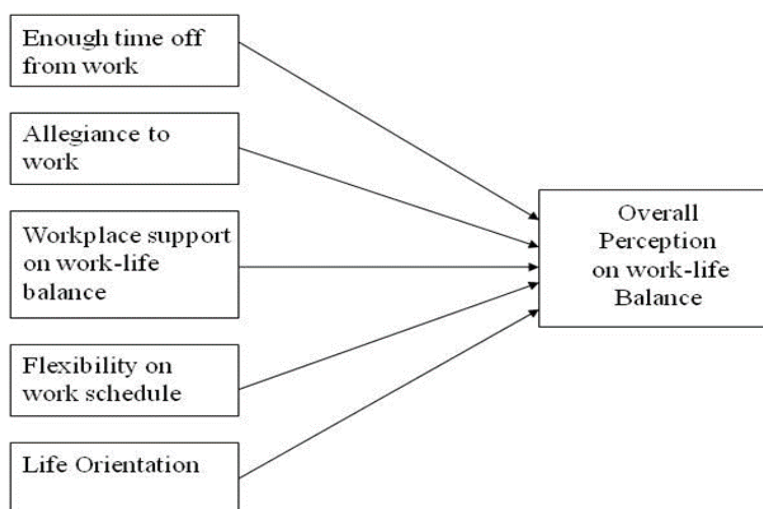
Work-life balance is defined as a person's appraisals of their skills, as associated with individual, family, and work responsibilities (Cahill et al., 2015). Wong and Ko (2009) defined work-life balance as enjoying a lifestyle wherein people have a good job that also provides them with sufficient time for their personal life, family, and friends. Blomme, Van Rheede and Tromp (2010) also defined the work-life balance as interest in the quality of one's work-life, and simultaneously the quality of their personal life.

The work-life balance is a key factor in one's overall quality of life, and it affects a person's commitment to an organization. Employees would like to manage both their personal lifestyle and their work at the same time. Nowadays, the hotel industry concentrates on work-life balance to appeal and retain employee within an organization. They provide strategies in the form of benefits and rewards for their employees, such as staff parties, annual leave and



training for employees (Wong and Ko, 2009). Doherty (2004) also found that the hotel industry's adoption of work-life balance was the key to improving employee commitment within organizations, as well as to being recognized as a preferred employer.

Figure 3 Factors affecting perception of work-life balance



Source: Wong and Ko (2009)

Wong and Ko (2009) studied the perception of work-life balance in hotel employees and found that the factors of enough time-off from work, workplace support for work-life balance, allegiance to work, flexibility in work schedules and life orientation all had effects on the work-life balance of hotel employees (Wong and Ko,2009).

Deery and Jago (2015) found that employees' attitudes in regards to job satisfaction and working hours had a negative influence on their work-life balance, often resulting in stress, emotional exhaustion and job burnout. When employees do not perceive positive development in their careers, promotional opportunities, and the well-being of their personal lives and families, a higher turnover rate of employees will occur (Deery and Jago, 2015). The previous study also found that work-family conflict and organizational support had effects on the work-life balance of employees. As a result, organizations are focusing on flexibility of working hours to increase the work-life balance of employees (Blomme, Van Rheede and Tromp, 2010).

Berg, Kalleberg and Appelbaum (2003) found that the nature of jobs and of a workplace's environment influenced the work-life balance of hotel employees. Employees desired sharing of idea, training and promotion opportunities, which improve their work-life

balance. Nevertheless, employees who work long hours, frequently work overtime, have excessive workloads or who experience conflicts with coworkers experience negative impacts on their personal lives and family responsibilities (Berg, Kalleberg and Appelbaum, 2003).

Karkoulian, Srour and Sinan (2016) present gender perspectives on work balance. They demonstrate that men and women are both likely to seek balance between their job responsibilities and their families' wellbeing. They both looking for flexibility work and work-life balance. However, with the traditional social expectation to perform as financial providers for their family, men generally experience a higher degree of financial pressure as well. Doherty (2004) indicated that the attitudes of men depended on time spent with their families to positively impact their work-life balance. Women had more stressful work-family conflicts than men, needing a higher degree of support from the workplace (Blomme, Van Rheede and Tromp, 2010). On the other hand, Toffoletti and Starr (2016) suggests that women generally like working full-time, and further indicated that women often experience "role overload," due to a desire to increase their personal revenue and to support their families. Men prefer to change from working full-time jobs to part time labor, with the goal of answering their need for work-life balance.

In terms of education, Wong and Ko (2009) found that employees who got bachelor degrees or higher perceived high expectations of their work-life balance. They preferred to have quality time for their personal lives, family and friends. Blomme, Van Rheede and Tromp (2010) found that for many employees with college degrees, work-family conflicts influenced their decisions to leave their organizations in order to improve their work-life balance. In contrast, the previous study found that employees who graduated from college placed a high priority on career success. They preferred working long hours to benefit their growing careers (Sturges and Guest, 2004). Sturges and Guest (2004) also suggested that hotel industry must be careful to manage the work-life balance issue. Particularly, the study suggested employees with college degrees believed employers' promises and expectations, accepting long working hours to boost performance.

Therefore, the hypothesis was developed as follows *H1.3: Employee characteristics in terms of gender, education and working experience have an impact on work-life balance.*

#### *2.1.5 Employee commitment*

Nowadays hotel employees play an important role in the hotel industry. Employee commitment is one factor upon which the hotel industry is likely to place significant focus. It is to be considered in reducing and managing employee turnover. According to Mayer and Schoorman (1992) employee commitment was defined as a belief by employees in the goals and values of the hotel, over the long term. Kazlauskaite, Buciuniene and Turauskas (2006) defined employee commitment as an unwillingness of employees to leave the organization, or conversely, a willingness to involve themselves in the organization.

The perceptions of hotel employees of their job-responsibility are important. They impact the employees' overall attitudes towards employee commitment (Jung and Yoon, 2016). To, Martin and Yu (2015) also found that employee responsibility affects job satisfaction and employee commitment to the quality of customer service. When employees' attitudes are empowered, encouraged and satisfied, it affects their perceptions of service quality (To, Martin and Yu, 2015). Silva (2006) found that organizational commitment was the expectation of employees to be motivated in their work, which has an impact on their performance.

According to Turner Parish, Cadwallader and Busch (2008), job motivation, leader-co-worker relationships and job responsibility influenced employee perceptions and caused them to express themselves at work and improved their performance towards employee commitment. Tsai, Cheng and Chang (2010) also found that employees' job satisfaction had an influence on organizational commitment. When employees perceived their empowerment and leadership, organizational commitment consequently increased.

Hanaysha (2016) studied about the commitment of employees within their organizations. This research found that empowerment factors made employees proud of their organizations, including increases of employee commitment and performance improvements within the organization. Employee training also affected employee commitment. The organization provided a training program to develop employees' skills for improvement of performance and service quality, and this strategy helped to retain employees within the organization. Kazlauskaite, Buciuniene and Turauskas (2006) also found that empowerment of employees impacted commitment in the hospitality industry. Conditions within an organization can lead to an increase in employee affective commitment and higher levels of empowerment for employees.

Bingham et al. (2013) analyzed the effect of commitment, taking into account emotions and obligations. When organizations paid attention to the emotional needs of employees, it influenced their behavior by providing support and training programs. Training programs were important to employee because supervisors were able to share their experience and help them in their career growth (Jung and Yoon, 2016). According to Latorre et al. (2016), in terms of job satisfaction, employee commitment concerns recognition of encouragement, mental contract and job security, which impact employee performance. Silva (2006) also found that job attitudes have effects toward job satisfaction and employee commitment. Employees who are sociable, reliable and emotional will likely to be more committed employees. Additionally, employees who placed relatively high life importance on work activities were strongly committed to the organization (Jung and Yoon, 2016).

In term of work experience, Meyer and Allen (1988) found that factors of work experience, including expectations, job challenge, job satisfaction and self-expression had impacts on employee commitment. Another study found that employees who have work experience are not committed to their first workplace after graduation. Consequently, organizations need to concentrate on the preliminary career expectations of employees and long-term career goals (Maxwell, Ogden and Broadbridge, 2010). In terms of education, employees who graduated from college had more conflicts with organizational leaders. Furthermore, employees with undergraduate degrees were more committed than employees who had graduate degrees (Meyer and Allen, 1988). Hanaysha (2016) suggested that to enhance organizational commitment, employers should place emphasis on employee empowerment, training and teamwork, for employees with college degrees.

Therefore, the hypothesis was developed as follows: *H1.4: Employee characteristics in terms of gender, education and working experience have an impact on employee commitment of Generation Y.*

#### *2.1.6 The relationship between work values, work-life balance and employee commitment*

Many previous studies showed that the perceptions of work values in Generation Y affect resignation decisions or transfers to other industries, when better benefits are offered (Brown, Thomas and Bosselman, 2015). Similarly, Generation Y employees wish to work in a stimulating and inspiring environment. A major cause of staff turnover in the hospitality industry,

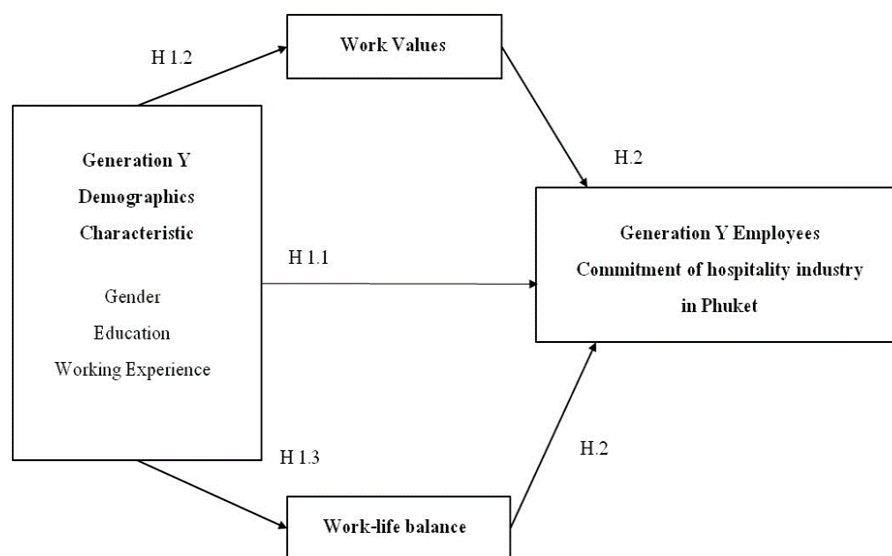
according to Mohsin, Lengler and Aguzzoli, (2015) was that employees require high wages and commitment of the organization. Generation Y employees would leave from the hospitality industry if they were not stimulated and inspired by the work, even taking into account a desire for long-term employment (Brown,Thomas and Bosselman, 2015). Work-life balance is also a key factor of quality of life that effects their commitment to their organizations. Employees would like to manage their life style and their work in the same time. Nowadays the hotel industry concentrates on work-life balance in order to appeal to and retain employees within organizations. They provide strategies in terms of benefits, such as staff parties, annual leaves and training, in order to reward their employees (Wong and Ko, 2009).

Therefore, the hypothesis was developed as follows *H2: There is a relationship between work values, work-life balance and Generation Ys' employee commitment.*

## 2.2 Conceptual framework

This research aims to identify factors affecting work values, work-life balance and employee commitment of Generation Y hotel employees in Phuket. The researcher applied the related theories and approaches of Gursoy, Chai and Karadag (2013), Wong and Ko (2009) and Jung and Yoon (2016). The scope of this research also shows the impacts of Generation Y demographic characteristics on work values, work-life balance and employee commitment. Therefore, the conceptual framework of this research can be seen in the *Figure 4*.

Figure 4 Conceptual framework of research



Source : Gursoy, Chai and Karadag (2013), Wong and Ko (2009) and Jung and Yoon (2016).

### 3 METHODOLOGY

#### 3.1 Types of Research

The objectives of this study are to investigate the relationship between work values, work-life balance factors and Generation Y employee commitment. Quantitative research methods will be applied. The targeted population is Generation Y hotel employees in Phuket. Hypothesis testing is used to test the relationship between independent variables which include demographic characteristics (gender, education, work experience and status) and dependent variables which are work values, work life balance and employee commitment of this research.

#### 3.2 Population, sampling selection and sampling method

##### 3.2.1 Population of survey

The population of the research was Generation Y hotel employees in Phuket who were born between 1981 and 2000 (Gursoy, Chi and Karadag, 2013). The target respondents of this research were 3-star to 5-star hotels in Phuket because these hotels try to provide high quality of service to serve their guests. Service quality is a significant factor that the hospitality industry considers in achievement of competitive advantage.

##### 3.2.2 Sample size

The respondents of this research were employees working in 3-star to 5-star hotels in Phuket. From the preliminary data by Tourism Authority of Thailand TAT in 2017, the total number of hotels officially was 390 hotels in Phuket (Department of Tourism, 2017).

However, there is no official statistics to show the number of Generation Y hotel employees in Phuket. Therefore, the formula to calculate the sample size when the population size is unknown will be used. The 95 percent confidence interval is applied on this research as it's the widely accepted to predict a parameter value from sample data with the estimate to be accurate with +/- 0.05. Grosf and Sardy (1985) provides a simplified formula to calculate sample size as:

Where;

$n$  = Sample size

$P$  = the portion of Generation Y hotel employees in Phuket would like to random 0.05

$Z$  = the accuracy of this study will be  $z = 1.96$  when the 95 percent

confidence will be 0.05

E= the highest error will be 0.05

$$\text{Formula } n = P(1-P)(Z^2)(E^2)$$

$$n = (0.5)(1-0.5)(1.96^2)(0.05^2)$$

$$n = 384.16$$

Therefore, the sample size was 385.

### 3.3 Research instruments

This research employed a survey method with the use of quantitative data to analyze the variables from the completed questionnaires. Self-administered questionnaires were conducted.

The questionnaire was developed based upon the literature review.

In this study, the respondents were asked to complete a set of questions containing four parts.

Part 1: This part consists of 7 questions. The questionnaire asked about the employees' demographic characteristics in terms of gender, education, working experience, and status.

Part 2: Work Values. This part consists of 13 questions which were adopted from Gursoy, Chi and Karadag (2013). The scale ranged from 1, strongly disagree to 5, strongly agree.

Part 3: Work-life balance. This part consisted of 20 questions which were adopted from Wong and Ko (2009). The scale ranged from 1, strongly disagree to 5, strongly agree.

Part 4: Employee commitment. This part consists of 4 questions which were adopted from Jung and Yoon (2016). The scale ranged from 1, strongly disagree to 5, strongly agree.

Table 2 List of questionnaire

<b>Part : Work Values</b>	<b>No. of questionnaires</b>
<b>Work centrality</b>	
Job security is very importance for me.	Q.1
I am willing to work hard and long hours.	Q.2

Table 2 Continued

<b>Part : Work Values</b>	<b>No. of questionnaires</b>
When it comes my job, I am very idealistic and driven.	Q.3
I take my job and professional development very seriously.	Q.4
I am willing to wait for my turn for promotions and rewards.	Q.5
<b>Non-compliance</b>	
I am likely to challenge workplace norms such as dress codes, flextime and employee-supervisor relations.	Q.6
I have low tolerance for bureaucracy rules.	Q.7
I am deeply cynical about management.	Q.8
<b>Leadership</b>	
I work best when there is strong leadership.	Q.9
I strive to be "in command" when I am working in a group.	Q.10
I find myself organizing and directing the activities of others.	Q.11
<b>Recognition</b>	
They treat younger employees like kids.	Q.12
No one respects younger employees because they are young.	Q.13
<b>Life Orientation</b>	
I feel happy when I have quality family time for my family life.	Q.1
I have different responsibilities to meet during different life stages.	Q.2
I want to spend more time to fulfill my aspirations/interests.	Q.3
<b>Enough time off work</b>	
I do not bring work home.	Q.10
I have enough time for sleeping.	Q.17
I have enough time after work to carry out personal and family matters.	Q.18
I have enough time for my family and friend.	Q.19
I feel very energetic after work.	Q.20
<b>Workplace support on work-life balance</b>	
I can take time-off easily at short notice for unpredictable circumstances.(e.g. child is sick)	Q.7
My supervisor is understanding when I talk about personal or family issues that affect my work.	Q.11



Table 2 Continued

<b>Part : Work Values</b>	<b>No. of questionnaires</b>
I can schedule my preferred days off supported by my team.	Q.12
I can easily manage my work with my personal and family life because of the flexibility provided by the hotel.	Q.13
<b>Maintaining work and career</b>	
I would consider working fewer hours per shift each day (exclude meal time) for a pro-rated salary.	Q.4
I accept working extra hours each day because I am committed to my job.	Q.9
I accept working extra hours each day because it is essential to progress in my career.	Q.11
I can finish work within contracted hour. (e.g. 10 hours per shift)	Q.15
I accept working at least 12 hours a day to keep up my workload.	Q.16
<b>Voluntary reduction of contracted working hours to cater for personal need</b>	
I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness.	Q.6
I choose not work over time even I got paid or compensated with day off.	Q.14
I have confidence in the future of my hotel	Q.1
I feel proud to work for my hotel	Q.2
I would recommend employment with my friend	Q.3
Overall, I am satisfied with my current job.	Q.4

The drafted questionnaire was pre-tested to check the efficiency of questionnaires for the survey. 3 professors in the Faculty of Hospitality and Tourism, PSU were contacted and asked for their support to check the validity of the instrument. The feedbacks of the professors showed that wording in some of the questions might be difficult to understand, and that some questions were duplicates. After receiving the feedback, the researcher adjusted the questionnaires to compensate for the perceived weaknesses. The pilot test was conducted with 30 Generation Y hotel employees in Phuket. Cronbach's alpha was calculated to check the reliability. The results showed that the overall Cronbach's alpha was 0.62, with work values at

0.65, work-life balance at 0.5 and employee commitment at 0.8. Therefore, in order to enhance the reliability of the questionnaire before data collection, one variable in work-life balance; “My supervisor is understanding when I talk about personal or family issues that affect my work,” was deleted. After this change, Cronbach’s alpha was again applied, resulting in a new score of 0.77.

### 3.4 Data Collection

#### 3.4.1 Primary data

The data was collect from the 400 questionnaires which were submitted to Generation Y employees between the ages of 21 and 35 years old, who are working in 3-star to 5-stars hotels in Phuket.

The stratified random sampling method and quota sampling were applied to the selection. According to the preliminary data from the Tourism Authority of Thailand (TAT) in 2017, the total number of hotels officially was 390 hotels in Phuket (Department of Tourism, 2017). The total number of 3-star to 5-star hotels in Phuket was 255. The 400 questionnaires were distributed based on stratified random sampling as shown in *table 3* below.

Table 3 Number of questionnaires distributed base on stratified random sampling

<b>Hotels in Phuket</b>	<b>Number of hotels</b>	<b>Percentage of hotels in Phuket</b>	<b>Number of questionnaires</b>
3 stars hotel	60	22%	94
4 stars hotel	140	55%	220
5 stars hotel	55	24%	86
<b>Total</b>	<b>255</b>	<b>100%</b>	<b>400</b>

Quota Sampling was applied. The researcher contacted all 3-star to 5-star hotels through their human resources department by phone and asked for permission to collect the data. The selection criteria were based on locations well known to the tourists. Similarly, 11 hotels agreed to distribute the questionnaires, and the researcher visited the human resource department in person to leave questionnaires with them for distribution to their hotel employees. A follow up procedure was conducted every week in order to maximize the response rate. The 3-star hotels which participated were Sugar Marina Resort Art Karon, Baan Karon Resort, The Ashlee Plaza Patong & Spa and Holiday Inn Express Phuket Patong Beach Central. 4 star-hotels that

participated were Ramada Phuket South Sea, The Ashlee Heights Patong Hotel & Suites, The Yama Hotel Phuket and Holiday Inn Resort Mai Khao Beach. Participating 5-star hotels were Crowne Plaza Phuket Panwa Beach, Como Point Yama Phuket and Anantara Vacation Club Mai Khao Phuket. The researcher spent 2 months, from the beginning of July 2017, to the end of August 2017 to complete the collection of all 406 questionnaires. The response rate was 78%. Thus, the number of questionnaires for each hotel is shown in *Table 4*.

Table 4 Questionnaire Distribution

List of participating hotels	Number of questionnaires distributed	Number of questionnaires completed
<b>3 stars hotel</b>		
Sugar Marina Resort Art Karon	40	40
Baan Karon Resort	40	33
The Ashlee Plaza Patong& Spa	40	30
Holiday Inn Express Phuket Patong Beach Central	40	32
<b>4 stars hotel</b>		
Ramada Phuket South Sea	60	43
The Ashlee Heights Patong Hotel & Suites	60	45
The Yama Hotel Phuket	60	45
Holiday Inn Resort Mai Khao Beach	60	48
<b>5 stars hotel</b>		
Crowne Plaza Phuket Panwa Beach	40	40
Como Point Yama Phuket	40	30
Anantara Vacation Club Mai Khao Phuket	40	20
<b>Total</b>	<b>520</b>	<b>406</b>

#### 3.4.2 Secondary data

The following secondary sources of data were used for further information:

- Journals

- Research papers
- Tourism Authority of Thailand
- Websites

### 3.5 Data analysis

After data was collected, it was checked to verify that it was clean for analysis.

For the data analysis, mean was based on the interval level that is calculated by:

$$\begin{aligned} \text{The interval level} &= \frac{(\text{Maximum} - \text{Minimum})}{n} \\ &= \frac{(5 - 1)}{5} \\ &= 0.80 \end{aligned}$$

The researcher arranged the results of each of the sub-levels follows:

<i>Meaning</i>	<i>Level of agreement</i>
Strongly disagree	1.00 – 1.80
Somewhat disagree	1.81 – 2.60
Neutral	2.61 – 3.40
Somewhat agree	3.41 – 4.20
Strongly agree	4.21 – 5.00

Descriptive statistics were used (frequency, percentage, means, standard deviation). The t-test, and one-way ANOVA were analyzed to test the impact of Generation Y's demographic characteristics on work values, work-life balance and employee commitment. When the t-test method was applied for analyzing the collected data in order to compare means of two variables. The one-way ANOVA method was applied for analyzing the collected data in order to compare means of more than two variables.

Lastly, multiple regression was used to check relationships between work values, work-life balance and employee commitment.

## 4 RESULTS

The purposes of this study are (1) to assess the work values, work-life balance and employee commitment of Generation Y hotel employees in Phuket, (2) to investigate

the impacts of Generation Y demographic characteristics (in terms of gender, education, and working experience) on the work values, work-life balance and employee commitment and (3) to investigate the influence of work values and work-life balance factors on Generation Y employee commitment.

The demographic information of the respondents is shown in *Table 5*. Out of 406 respondents, 258 or 64% were female and 148 or 36% were male. One hundred or 28% were between the ages of 21 and 25, 156 or 38% were from the age of 26-30, and 137 or 34% were in the 31-35 age group. In terms of education, most of them (60%) had received a bachelor degree or higher, 27% had completed vocational college, while 4% had received a diploma. Nine percent had a high school education or lower. The majority of the respondents were single (270 or 67%). One hundred and twenty-three or 30% were married. Only 3 % were widowed or divorced.

One hundred and forty-four or 28% of them worked in Food and Beverage, 77 or 19% were in Front Office, 45 or 11% worked in Housekeeping, 46 or 11% were in Accounting and Finance and 124 or 31% were in Engineering and other departments. Taking work experience into account, the results indicated that more than half of the respondents have more than 4 years of experience in the hotel industry (233 or 58% with more than 4 years' experience). However, when examining the years of experience with their current hotel, the results showed that 101 or 25% worked for less than 1 year, while 104 or 34% worked for 1 – 2 years. Only 43 Or 11% had been working with their current hotel for more than 4 years.

Table 5 Respondents' characteristics

<b>Respondents' Characteristics</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	148	36
Female	258	64
<b>Age</b>		
21-25	113	28
26-30	156	38
31-35	137	34
<b>Marital</b>		
Single	270	67

Table 5 Continued

<b>Respondents' Characteristics</b>	<b>Frequency</b>	<b>Percent</b>
Married	123	30
Widowed	8	2
Divorced	5	1
<b>Education background</b>		
High school or less	37	9
Vocational college	109	27
Diploma	16	4
Bachelor degree	226	56
Higher than a bachelor degree	18	4
<b>Department</b>		
Food and beverage	114	28
Front office	77	19
Housekeeping	45	11
Accounting and finance	46	11
Engineering	49	12
Others	75	19
<b>Working experience in hotel industry</b>		
Less than 1 year	34	8
1 year to 2 years	47	12
More than 2 years to 3 years	37	9
More than 3 years to 4 years	55	13
More than 4 years to 5 years	80	20
More than 5 years	153	38
<b>Working in current hotel</b>		
Less than 1 year	101	25
1 year to 2 years	140	34
More than 2 years to 3 years	77	19
<b>Working in current hotel</b>		
More than 5 years	19	5

**Objective 1: To assess the work values, work-life balance and employee commitment of Generation Y hotel employees in Phuket.**

In order to assess the work values, work-life balance and employee commitment of Generation Y hotel employees, the arithmetic mean was calculated. In order to interpret the results, the researcher calculated the interval width as 0.80, following the formula  $(5-1) / 5$ ; and ranged the results are as follows:

Table 6 Level of agreement

Answer	Score
Strongly disagree	1.00 -1.80
Somewhat disagree	1.81 -2.60
Neutral	2.61 -3.40
Somewhat agree	3.41 -4.20
Strongly agree	4.21 -5.00

**Work values of Generation Y hotel employees**

The respondents were asked to rate their level of agreement toward 13 work values attributes. The results were showed in *Table 7* below:

*Work centrality:* 5 variables were rated. The means ranked from 4.18 – 4.39. The highest mean belonged to “I take my job and professional development very seriously” (4.39), followed by “When it comes my job, I am very idealistic and driven” (4.37), and “I am willing to work hard and long hours” (4.23). The results showed that Generation Y hotel employees placed relatively high life importance on their work activity.

*Non-compliance:* 3 variables were rated. The means ranked from 2.18 – 3.69. The highest mean belonged to “I am likely to challenge workplace norms such as dress codes, flextime and employee-supervisor relations” (3.69), followed by “I have low tolerance for bureaucracy rules” (2.55), and “I am deeply cynical about management” (2.18). The results showed that Generation Y hotel employees placed a low level of importance on the workplace’s rules, regulations and policies.

*Leadership:* 3 variables were rated. The means ranked from 3.42 – 4.15. The highest mean belonged to “I work best when there is strong leadership” (4.15), followed by “I find myself organizing and directing the activities of others” (3.49), and “I strive to be in

command when I am working in a group” (3.42). The results showed that Generation Y hotel employees are willing to follow their established leaders.

*Recognition:* 2 variables were rated. The means ranked from 2.27 – 2.72. The highest mean belonged to “They treat younger employees like kids” (2.72), followed by “No one respects younger employees because they are young” (2.27). The results showed that Generation Y hotel employee perceived that they received enough respect from their co-workers at work.

Table 7 Work values of Generation Y hotel employees

<b>Work Values Factors</b>	<b>Mean</b>	<b>S.D.</b>	<b>Level of Agreement</b>
<b><i>Work centrality</i></b>			
Job security is very importance for me.	4.36	0.71	Strongly agree
I am willing to work hard and long hours.	4.23	0.74	Strongly agree
When it comes my job, I am very idealistic and driven.	4.37	0.64	Strongly agree
I take my job and professional development very seriously.	4.39	0.69	Strongly agree
I am willing to wait for my turn for promotions and rewards.	4.18	0.82	Somewhat agree
<b><i>Non-compliance</i></b>			
I am likely to challenge workplace norms such as dress codes, flextime and employee-supervisor relations.	3.69	1.16	Somewhat agree
I have low tolerance for bureaucracy rules.	2.55	1.35	Somewhat disagree
I am deeply cynical about management.	2.18	1.15	Somewhat disagree
<b><i>Leadership</i></b>			
I work best when there is strong leadership.	4.15	0.85	Somewhat agree
I strive to be "in command" when I am working in a group.	3.42	0.98	Somewhat agree
I find myself organizing and directing the activities of others.	3.49	0.91	Somewhat agree
<b><i>Recognition</i></b>			
They treat younger employees like kids.	2.72	1.20	Neutral
No one respects younger employees because they are young.	2.27	1.20	Neutral



### **Work-Life Balance of Generation Y hotel employees**

The respondents were asked to rate their level of agreement toward 20 work-life balance attributes. The results were shown in *Table 8* below:

*Life orientation:* 4 variables were rated. The means ranked from 4.08 – 4.46. The highest mean belonged to “I feel happy when I have quality family time for my family life” (4.46), followed by “I have different responsibilities to meet during different life stages” (4.24), and “I want to spend more time to fulfill my aspirations/interests” (4.08). The results showed that Generation Y hotel employees pay a high degree of attention to their quality of life.

*Enough time off work:* 5 variables were rated. The mean ranked from 3.59 – 3.76. The highest mean belonged to “I feel very energetic after work” (3.76), followed by “I have enough time for my family and friends” (3.66), and “I have enough time for sleeping” (3.59). The results showed that Generation Y hotel employees somewhat agreed that they were able to balance time between their work and personal lives.

*Workplace support on work-life balance:* 3 variables were rated. The mean ranked from 3.37 – 3.65. The highest belonged to “I can easily manage my work with my personal and family life because of the flexibility provided by the hotel” (3.65), followed by “I can schedule my preferred days off supported by my team” (3.47), and “I can take time-off easily at short notice for unpredictable circumstances (e.g. child is sick)” (3.37). The results showed that Generation Y hotel employees placed relatively high importance on workplace support.

*Maintaining work and career:* 5 variables were rated. The mean ranked from 3.39 – 3.89. The highest mean belonged to “I can finish work within contracted hours (e.g. 10 hours per shift)” (3.89), followed by “I accept working extra hours each day because I am committed to my job” (3.82), and “I accept working at least 12 hours a day to keep up my workload” (3.39). The results showed that Generation Y hotel employees were willing to work hard or work longer hours to complete their tasks on time.

*Voluntary reduction of contracted working hours to cater for personal needs:* 2 variables were rated. The means ranked from 3.17 – 3.25. The highest mean belonged to “I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness” (3.25), followed by “I choose not to work overtime even if I receive extra

pay or am compensated with days off” (3.17). The results showed that Generation Y hotel employees placed relatively high life importance on their personal lives.

Table 8 Work-life balance of Generation Y hotel employees

<b>Work-life balance factor</b>	<b>Mean</b>	<b>S.D.</b>	<b>Level of agreement</b>
<b><i>Life Orientation</i></b>			
I feel happy when I have quality family time for my family life.	4.46	0.77	Strongly agree
I have different responsibilities to meet during different life stages.	4.24	0.72	Strongly agree
I want to spend more time to fulfill my aspirations/ interests.	4.08	0.86	Somewhat agree
I find it easy to concentrate at work because of family support and rewards.	4.17	0.77	Somewhat agree
<b><i>Enough time off work</i></b>			
I do not bring work home.	3.65	1.13	Somewhat agree
I have enough time for sleeping.	3.59	0.98	Somewhat agree
I have enough time after work to carry out personal and family matters.	3.62	0.89	Somewhat agree
I have enough time for my family and friend.	3.66	0.89	Somewhat agree
I feel very energetic after work.	3.76	0.96	Somewhat agree
<b><i>Workplace support on work-life balance</i></b>			
I can take time-off easily at short notice for unpredictable circumstances.(e.g. child is sick)	3.37	1.18	Neutral
I can schedule my preferred days off supported by my team.	3.47	1.15	Somewhat agree
I can easily manage my work with my personal and family life because of the flexibility provided by the hotel.	3.65	0.86	Somewhat agree
<b><i>Maintaining work and career</i></b>			
I would consider working fewer hours per shift each day (exclude meal time) for a pro-rated salary.	3.44	0.98	Somewhat agree

Table 8 Continued

<b>Work-life balance factor</b>	<b>Mean</b>	<b>S.D.</b>	<b>Level of agreement</b>
I accept working extra hours each day because I am committed to my job.	3.82	0.91	Somewhat agree
I accept working extra hours each day because it is essential to progress in my career.	3.78	0.89	Somewhat agree
I can finish work within contracted hour. (e.g. 10 hours per shift)	3.89	0.84	Somewhat agree
I accept working at least 12 hours a day to keep up my workload.	3.39	1.06	Neutral
I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness.	3.25	1.17	Neutral
I choose not work over time even I got paid or compensated with day off.	3.17	1.08	Neutral

### **Employee commitment of Generation Y hotel employees**

The respondents were asked to rate their level of agreement toward 4 employee commitment attributes. The mean ranked from 3.93 – 4.09. The highest mean belonged to “I feel proud to work” (4.09), followed by “Overall, I am satisfied with my current job” (4.07), and “I would recommend employment to my friend” (3.93). The results showed in *Table 9* that Generation Y hotel employees were satisfied with their careers.

Table 9 Employee Commitment of Generation Y hotel employees

<b>Employee commitment factor</b>	<b>Mean</b>	<b>S.D.</b>	<b>Agreement level</b>
I have confidence in the future of my hotel.	3.99	0.88	Somewhat agree
I feel proud to work for my hotel.	4.09	0.82	Somewhat agree
I would recommend employment with my friend.	3.93	0.93	Somewhat agree
Overall, I am satisfied with my current job.	4.07	0.80	Somewhat agree

**Objective 2: To investigate the impacts of Generation Y demographic characteristics (in terms of gender, education, and working experience) on their work values, work-life balance and employee commitment.**

To answer this objective, t-test and F-test were applied to investigate the impact of Generation Y demographic characteristics in terms of gender, education and working experience on their work values, work-life balance and employee commitment.

*Hypothesis 1:* Generation Y's demographic characteristics in terms of gender, education and working experience have an impact on employee commitment, work values, and work-life balance.

In order to test Hypothesis 1, 9 sub sub-hypotheses were developed as follows:

H 1.1: Employee characteristics in terms of gender, education, and working experience have an impact on employee commitment of Generation Y.

H 1.1.1: Gender has an impact on employee commitment of Generation Y.

H 1.1.2: Education has an impact on employee commitment of Generation Y.

H 1.1.3: Working experience has an impact on employee commitment of Generation Y.

H 1.2: Employee characteristics in term of gender, education and working experience have an impact on work values of Generation Y.

H 1.2.1: Gender has an impact on work values of Generation Y.

H 1.2.2: Education has an impact on work values of Generation Y.

H. 1.2.3: Working experience has an impact on work values of Generation Y.

H 1.3: Employee characteristics in terms of gender, education and working experience have an impact on work-life balance of Generation Y.

H 1.3.1: Gender has an impact on work-life balance of Generation Y.

H 1.3.2: Education has an impact on work-life balance of Generation Y.

H 1.3.3: Working experience has an impact on work-life balance of Generation Y.

### **Gender and Work Values**

To test Hypothesis 1.2.1, the independent sample t-test was applied. The results in *Table 10* showed that there were partially significant differences between male and

female respondents towards their work values in terms of work centrality, leadership and recognition ( $p$  value  $\leq 0.05$ ). However, there were no significant differences between gender and non-compliance towards work values.

In terms of work centrality, female respondents viewed the “job security is very important for me” and “I take my job and professional development very seriously” attributes more strongly than male respondents.

In terms of leadership, male respondents viewed the “I strive to be in command when I am working in a group” and “I find myself organizing and directing the activities of others” attributes more strongly than female respondents.

In terms of recognition, male respondents rated the “No one respects younger employees because they are young” attribute higher than female respondents.

Table 10 Gender VS Work Values

Work Values Factors	Male		Female		p-value
	Mean	S.D.	Mean	S.D.	
<b><i>Work centrality</i></b>					
Job security is very importance for me.	4.24	0.72	4.43	0.70	0.01**
I am willing to work hard and long hours.	4.15	0.82	4.27	0.68	0.14
When it comes my job, I am very idealistic and driven.	4.36	0.64	4.37	0.64	0.91
I take my job and professional development very seriously.	4.29	0.71	4.45	0.67	0.02*
I am willing to wait for my turn for promotions and rewards.	4.07	0.86	4.24	0.79	0.06
<b><i>Non-compliance</i></b>					
I am likely to challenge workplace norms such as dress codes, flextime and employee-supervisor relations.	3.65	1.17	3.71	1.15	0.61
I have low tolerance for bureaucracy rules.	2.60	1.34	2.53	1.36	0.60
I am deeply cynical about management.	2.25	1.07	2.13	1.19	0.33
<b><i>Leadership</i></b>					
I work best when there is strong leadership.	4.15	0.87	4.15	0.84	0.99
I strive to be "in command" when I am working in a group.	3.55	0.92	3.35	1.01	0.05*

Table 10 Continued

Work Values Factors	Male		Female		p-value
	Mean	S.D.	Mean	S.D.	
I find myself organizing and directing the activities of others.	3.65	0.88	3.40	0.91	<u>0.01**</u>
<b><i>Recognition</i></b>					
They treat younger employees like kids.	2.82	1.25	2.66	1.16	0.19
No one respects younger employees because they are young.	2.51	1.21	2.13	1.18	<u>0.00**</u>

Remark: \*p-value  $\leq 0.05$  \*\*p-value  $\leq 0.01$

### Gender and Work-life balance

To test Hypothesis 1.3.1, the independent sample t-test was applied. The results in *Table 11* showed that there were partially significant differences between male respondents and female respondents toward their work-life balance in terms of life orientation, enough time off work, workplace support on life balance and maintaining work and career (p value  $\leq 0.05$ ). However, there were no significant difference in the relationship between gender and voluntary reduction of contracted working hours to cater for personal needs and work-life balance.

In term of life orientation, female respondents viewed the attributes of “I feel happy when I have quality family time for my family life”, I have different responsibilities to meet during different life stages” and “I find it easy to concentrate at work because of family support and rewards” more strongly than male respondents.

In terms of enough time off work, male respondents viewed “I do not bring work home” attributes stronger than female respondents while female respondents viewed “I have enough time after work to carry out personal and family matters” attributes stronger than male respondents.

In terms of workplace support of work-life balance and maintaining work and career, female respondents viewed “I can take time-off easily at short notice for unpredictable circumstances. (e.g. child is sick)” and “I can schedule my preferred days off supported by my team” attributes stronger than male respondents.

In term of maintaining work and career, female respondents viewed the “I accept working extra hours each day because I am committed to my job” attribute stronger than male respondents.

Table 11 Gender VS Work-life balance

Work-life balance factor	Male		Female		p-value
	Mean	S.D.	Mean	S.D.	
<b><i>Life Orientation</i></b>					
I feel happy when I have quality family time for my family life.	4.33	0.86	4.53	0.71	<u>0.01**</u>
I have different responsibilities to meet during different life stages.	4.13	0.73	4.30	0.71	<u>0.02*</u>
I want to spend more time to fulfill my aspirations/interests.	3.98	0.90	4.14	0.83	0.07
I find it easy to concentrate at work because of family support and rewards.	4.05	0.79	4.24	0.75	<u>0.01**</u>
<b><i>Enough time off work</i></b>					
I do not bring work home.	3.81	1.10	3.56	1.13	<u>0.03*</u>
I have enough time for sleeping.	3.51	0.99	3.63	0.96	0.20
I have enough time after work to carry out personal and family matters.	3.49	0.88	3.69	0.88	<u>0.03*</u>
I have enough time for my family and friend.	3.59	0.92	3.70	0.87	0.23
I feel very energetic after work.	3.72	0.95	3.78	0.96	0.52
<b><i>Workplace support on work-life balance</i></b>					
I can take time-off easily at short notice for unpredictable circumstances.	3.18	1.16	3.47	1.19	<u>0.02*</u>
I can schedule my preferred days off supported by my team.	3.34	1.10	3.55	1.17	<u>0.08*</u>
I can easily manage my work with my personal and family life because of the flexibility provided by the hotel.	3.58	0.86	3.69	0.86	<u>0.24</u>

Table 11 Continued

Work-life balance factor	Male		Female		p-value
	Mean	S.D.	Mean	S.D.	
<i>Maintaining work and career</i>					
I would consider working fewer hours per shift each day for a pro-rated salary.	3.36	0.95	3.48	0.99	0.25
I accept working extra hours each day because I am committed to my job.	3.64	0.92	3.92	0.89	<u>0.00**</u>
I accept working extra hours each day because it is essential to progress in my career.	3.67	0.90	3.84	0.88	0.08
I can finish work within contracted hour. (e.g. 10 hours per shift)	3.82	0.82	3.93	0.85	0.19
I accept working at least 12 hours a day to keep up my workload.	3.36	1.04	3.40	1.07	0.75
<i>Voluntary reduction of contracted working hours to carter for personal need</i>					
I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness.	3.15	1.14	3.31	1.18	0.21
I choose not work over time even I got paid or compensated with day off.	3.28	1.02	3.11	1.11	0.12

Remark: \*p-value  $\leq 0.05$  \*\*p-value  $\leq 0.01$

### Gender and Employee commitment

To test Hypothesis 1.1.1, the independent sample t-test was applied. The results in *Table 12* showed that there were partially significant differences between male and female respondents toward their employee commitment (p value  $\leq 0.05$ ).

In terms of employee commitment, female respondents viewed “I feel proud to work for my hotel”, “I would recommend employment to my friend” and “Overall, I am satisfied with my current job” attributes stronger than male respondents. However, there was no significant difference between genders on “I have confidence in the future of my hotel” attribute.



Table 12 Gender VS Employee commitment

Employee commitment factor	Male		Female		p-value
	Mean	S.D.	Mean	S.D.	
I have confidence in the future of my hotel	3.88	0.91	4.06	0.86	0.06
I feel proud to work for my hotel	3.97	0.86	4.15	0.80	<u>0.03*</u>
I would recommend employment with my friend	3.78	0.96	4.01	0.90	<u>0.02*</u>
Overall, I am satisfied with my current job.	3.97	0.85	4.13	0.76	<u>0.05*</u>

Remark: \*p-value  $\leq$  0.05 \*\*p-value  $\leq$  0.01

### Education and Work Values

To test Hypothesis 1.2.2, the independent sample t-test was applied. The results in *Table 13* showed that there were partially significant differences between respondent's education levels toward their work values in terms of work centrality, non-compliance and recognition (p value  $\leq$  0.05). However, there were no significant differences between education and leadership work values.

In terms of work centrality, the respondents who got bachelor or higher degrees perceived the "I take my job and professional development very seriously" attributes stronger than the respondents who got below bachelor degree.

In term of non-compliance, the respondents who got below bachelor degree perceived the "I have low tolerance for bureaucracy rules" attribute stronger than the respondents who got bachelor degrees or higher.

In term of recognition, the respondents who got below bachelor degree perceived the "No one respects younger employees because they are young" attribute more strongly than the respondents who got bachelor or higher degrees.

Table 13 Education VS Work Values

Work Values Factors	Under bachelor		Bachelor or above		p-value
	(N = 162)		(N = 244)		
	Mean	S.D.	Mean	S.D.	
<i>Work centrality</i>					
Job security is very importance for me.	4.30	0.69	4.40	0.70	0.14
I am willing to work hard and long hours.	4.27	0.73	4.20	0.74	0.32

Table 13 Continued

Work Values Factors	Under bachelor		Bachelor or above		p-value
	(N = 162)		(N = 244)		
	Mean	S.D.	Mean	S.D.	
When it comes my job, I am very idealistic and driven.	4.32	0.62	4.40	0.64	0.21
I take my job and professional development very seriously.	4.28	0.72	4.47	0.66	<u>0.01**</u>
I am willing to wait for my turn for promotions and rewards.	4.18	0.87	4.18	0.79	0.97
<b><i>Non-compliance</i></b>					
I am likely to challenge workplace norms such as dress codes, flextime and employee-supervisor relations.	3.67	1.18	3.70	1.15	0.84
I have low tolerance for bureaucracy rules.	2.72	1.38	2.44	1.32	<u>0.04*</u>
I am deeply cynical about management.	2.22	1.18	2.15	1.12	0.58
<b><i>Leadership</i></b>					
I work best when there is strong leadership.	4.06	0.86	4.21	0.84	0.07
I strive to be "in command" when I am working in a group.	3.54	1.03	3.34	0.94	0.06
I find myself organizing and directing the activities of others.	3.56	0.92	3.45	0.89	0.21
<b><i>Recognition</i></b>					
They treat younger employees like kids.	2.77	1.28	2.69	1.14	0.50
No one respects younger employees because they are young.	2.53	1.24	2.09	1.15	<u>0.00**</u>

Remark: \*p-value  $\leq 0.05$  \*\*p-value  $\leq 0.01$

### Education and Work-life balance

To test Hypothesis 1.3.2, the independent sample t-test was applied. The results in *Table 14* showed that there were partially significant differences between respondent's education levels and their work-life balance in terms of life orientation, workplace support on

work-life balance, maintaining work and career and voluntary reduction of contracted working hours to cater for personal needs (p value  $\leq 0.05$ ). However, there were no significant differences between education levels for the “enough time off work” attribute.

In terms of life orientation, the respondents who got bachelor or higher degrees perceived “I feel happy when I have quality family time for my family life”, “I have different responsibilities to meet during different life stages” and “I find it easy to concentrate at work because of family support and rewards” attributes stronger than the respondents who had education levels lower than a bachelor degree.

In term of workplace support on work-life balance, the respondents who got bachelor or higher degree perceived the attribute of “I can take time-off easily at short notice for unpredictable circumstances. (e.g. child is sick)” more strongly than the respondents whose education levels were lower than a bachelor degree.

In terms of maintaining work and career, the respondents who had bachelor or higher degrees perceived “I accept working extra hours each day because I am committed to my job” and “I can finish work within contracted hours (e.g. 10 hours per shift)” attributes stronger than the respondents whose education levels were below a bachelor degree.

In terms of voluntary reduction of contracted working hours to cater for personal needs, the respondents who got bachelor or higher degrees perceived the “I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness” attribute stronger than the respondents whose education levels were lower than a bachelor degree.

Table 14 Education VS Work-life balance

Work-life balance factor	Under bachelor		Bachelor or above		p-value
	(N = 162)		(N = 244)		
	Mean	S.D.	Mean	S.D.	
<i>Life Orientation</i>					
I feel happy when I have quality family time for my family life.	4.26	0.85	4.59	0.69	<u>0.00**</u>
I have different responsibilities to meet during different life stages.	4.15	0.65	4.29	0.76	<u>0.04*</u>

Table 14 Continued

Work-life balance factor	Under bachelor		Bachelor or above		p-value
	(N = 162)		(N = 244)		
	Mean	S.D.	Mean	S.D.	
I want to spend more time to fulfill my aspirations/interests.	3.99	0.90	4.14	0.82	0.09
I find it easy to concentrate at work because of family support and rewards.	4.04	0.75	4.26	0.77	<u>0.00**</u>
<b><i>Enough time off work</i></b>					
I do not bring work home.	3.78	1.13	3.56	1.12	0.06
I have enough time for sleeping	3.55	0.99	3.61	0.96	0.59
I have enough time after work to carry out personal and family matters.	3.59	0.90	3.64	0.88	0.56
I have enough time for my family and friend.	3.65	0.91	3.66	0.87	0.95
I feel very energetic after work.	3.76	0.99	3.75	0.93	0.87
<b><i>Workplace support on work-life balance</i></b>					
I can take time-off easily at short notice for unpredictable circumstances. (e.g. child is sick)	3.23	1.16	3.46	1.19	<u>0.05*</u>
I can schedule my preferred days off supported by my team	3.41	1.18	3.51	1.12	0.38
I can easily manage my work with my personal and family life because of the flexibility provided by the hotel.	3.65	0.88	3.65	0.85	0.99
<b><i>Maintaining work and career</i></b>					
I would consider working fewer hours per shift each day (exclude mealtime)for a pro-rated salary.	3.46	0.97	3.42	0.99	0.68
I accept working extra hours each day because I am committed to my job.	3.71	0.87	3.89	0.93	0.05*

Table 14 Continued

Work-life balance factor	Under bachelor (N=162)		Bachelor or above (N=244)		p-value
	Mean	S.D.	Mean	S.D.	
	I accept working extra hours each day because it is essential to progress in my career.	3.71	0.92	3.82	
I can finish work within contracted hour.	3.78	0.83	3.96	0.84	<u>0.03*</u>
I accept working at least 12 hours a day to keep up my workload.	3.47	0.96	3.33	1.19	0.16
<b><i>Voluntary reduction of contracted working hours to cater for personal need</i></b>					
I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness.	3.09	1.20	3.36	1.14	<u>0.03*</u>
I choose not work over time even I got paid or compensated with day off.	3.31	1.05	3.09	1.10	0.40

Remark: \*p-value  $\leq$  0.05 \*\*p-value  $\leq$  0.01

### Education and Employee commitment

To test Hypothesis 1.1.2, the independent sample t-test was applied. The results in *Table 15* showed that there were no significant differences between respondent's education levels toward their employee commitment (p value > 0.05).

Table 15 Education VS Employee commitment

Employee commitment factor	Under bachelor (N=162)		Bachelor or above (N=244)		p-value
	Mean	S.D.	Mean	S.D.	
	I have confidence in the future of my hotel	3.96	0.93	4.02	
I feel proud to work for my hotel	3.99	0.85	4.15	0.80	0.07
I would recommend employment with my friend	3.92	0.96	3.93	0.91	0.99
Overall, I am satisfied with my current job.	4.08	0.82	4.06	0.79	0.82

### Working Experience and Work Values

To test Hypothesis 1.2.3, the independent sample ANOVA was applied. The results in *Table 16* showed that there were partially significant differences in work values among the respondents who had different years of working experience in hotel industry in terms of non-compliance, leadership and recognition (p-value  $\leq 0.05$ ). However, there were no significant difference between employees with differing work experience when analyzing work centrality work values.

In terms of non-compliance work values, one attribute resulted in a significant difference. That attribute was “I have low tolerance for bureaucracy rules” (p-value  $\leq 0.01$ ).

In term of leadership, 2 attributes found significant difference. They were “I strive to be in command when I am working in a group” and “I find myself organizing and directing the activities of others” (p-value  $\leq 0.05$ ).

In term of recognition, 2 attributes which showed significant differences were “They treat younger employees like kids” and “No one respects younger employees because they are young” (p-value  $\leq 0.01$ ).

Table 16 Working Experience VS Work Values

Work Values Factors	F-value	P-value
<b><i>Work centrality</i></b>		
Job security is very importance for me.	2.68	0.07
I am willing to work hard and long hours.	0.10	0.99
When it comes my job, I am very idealistic and driven.	0.11	0.89
I take my job and professional development very seriously.	0.12	0.89
I am willing to wait for my turn for promotions and rewards.	0.32	0.72
<b><i>Non-compliance</i></b>		
I am likely to challenge workplace norms such as dress codes, flextime and employee-supervisor relations.	0.10	0.90
I have low tolerance for bureaucracy rules.	5.08	<u>0.01**</u>
I am deeply cynical about management.	0.73	0.48

Table 16 Continued

<b>Work Values Factors</b>	<b>F-value</b>	<b>P-value</b>
<b><i>Leadership</i></b>		
I work best when there is strong leadership.	0.59	0.56
I strive to be "in command" when I am working in a group.	3.98	<u>0.02*</u>
I find myself organizing and directing the activities of others.	6.89	<u>0.00**</u>
<b><i>Recognition</i></b>		
They treat younger employees like kids.	6.27	<u>0.00**</u>
No one respects younger employees because they are young.	10.99	<u>0.00**</u>

Remark: \*p-value  $\leq 0.05$  \*\*p-value  $\leq 0.01$

For further analysis using LSD, *Table 17* showed that:

*Non-compliance*

The respondents who had less than 2 years of work experience in the hotel industry perceived more strongly that they had low tolerance for bureaucracy rules than did the respondents who had two or more years of working experience.

*Leadership*

The respondents who had two or more years of working experience in the hotel industry perceived more strongly that they strived to be in command when they were working in a group, and they found themselves organizing and directing the activities of others more than the respondents who had less than two years of experience.

*Recognition*

The respondents who had work experience of five years or less in the hotel industry perceived more strongly that supervisors treated younger employees like kids than the respondents, when compared to those who had more than five years of work experience. Respondents who had working experience from two to five years in the hotel industry perceived more strongly that no one respected younger employees because they are young than both respondents who had work experience of less than two years and respondents who had working experience of more than 5 years.

Table 17 Multiple Comparison (LSD) between Working Experience and Work Values

Work Values Factors	Less than 2 years (N= 81)		2-5 years (N=172)		More than 5 years (N=153)	
	Mean	S.D.	Mean	S.D.	Mean	S.D.
	<i>Non-compliance</i>					
I have low tolerance for bureaucracy rules	2.92a	1.40	2.57b	1.35	2.34b	1.29
<i>Leadership</i>						
I strive to be "in command" when I am working in a group.	3.15a	1.07	3.49b	0.91	3.49b	0.99
I find myself organizing and directing the activities of others.	3.18a	0.99	3.50b	0.86	3.64b	0.88
<i>Recognition</i>						
Supervisors treat younger employees like kids.	2.78a	1.24	2.92a	1.20	2.46b	1.12
No one respects younger employees because they are young.	2.13a	1.10	2.58b	1.28	1.99a	1.08

Remark: Mean with the same letter are not significant different 5% level.

### Working Experience and Work-life balance

To test Hypothesis 1.3.3, the independent sample ANOVA was applied. The results in *Table 18* showed that there were partially significant differences in work-life balance among the respondents who had different years of working experience in the hotel industry, in terms of enough time off work and workplace support on work-life balance ( $p\text{-value} \leq 0.05$ ). However, there were no significant differences between levels of work experience, life orientation, maintaining work and career, or voluntary reduction of contracted working hours to carter for personal needs in terms of work-life balance.

In terms of enough time off work, one attribute displayed significant difference. It was "I have enough time after work to carry out personal and family matters" ( $p\text{-value} \leq 0.05$ ).



In terms of workplace support on work-life balance, one attribute showed a significant difference. That attribute was “I can take time-off easily at short notice for unpredictable circumstances (e.g. child is sick)” (p-value  $\leq 0.05$ ).

Table 18 Working Experience VS Work-life balance of Generation Y

<b>Work-life balance factor</b>	<b>F-value</b>	<b>P-value</b>
<b><i>Life Orientation</i></b>		
I feel happy when I have quality family time for my family life.	0.09	0.91
I have different responsibilities to meet during different life stages.	0.09	0.92
I want to spend more time to fulfill my aspirations/interests.	0.12	0.89
I find it easy to concentrate at work because of family support and rewards.	1.04	0.35
<b><i>Enough time off work</i></b>		
I do not bring work home.	1.31	0.27
I have enough time for sleeping	1.69	0.18
I have enough time after work to carry out personal and family matters.	3.08	<u>0.05*</u>
I have enough time for my family and friend.	1.93	0.15
I feel very energetic after work.	1.54	0.22
<b><i>Workplace support on work-life balance</i></b>		
I can take time-off easily at short notice for unpredictable circumstances. (e.g. child is sick)	3.08	<u>0.05*</u>
I can schedule my preferred days off supported by my team	0.96	0.38
I can easily manage my work with my personal and family life because of the flexibility provided by the hotel.	0.04	0.96
<b><i>Maintaining work and career</i></b>		
I would consider working fewer hours per shift each day (exclude mealtime) for a pro-rated salary.	1.68	0.19
I accept working extra hours each day because I am committed to my job.	0.11	0.89
I accept working extra hours each day because it is essential to progress in my career.	0.45	0.63

Table 18 Continued

Work-life balance factor	F-value	P-value
<i>Voluntary reduction of contracted working hours to cater for personal need</i>		
I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness.	0.51	0.60
I choose not work over time even I got paid or compensated with day off.	0.10	0.90

Remark: \*p-value  $\leq$  0.05

For further analysis using LSD, Table 19 showed that:

*Enough time off work*

The respondents who had work experience of more than 5 years in the hotel industry perceived more strongly that they had enough time after work to carry out personal and family matters than the respondents who had working experience of less than two years.

*Workplace support on work-life balance*

The respondents who had work experience of two to five years in the hotel industry perceived more strongly that they could take time-off easily at short notice for unpredictable circumstances (e.g. child was sick) than both respondents who had work experience of less than two years and those with more than five years.

Table 19 Multiple Comparison (LSD) between Working Experience and Work-Life Balance

Work-life balance factor	Less than 2 years (N= 81)		2-5 years (N=172)		More than 5 years (N=153)	
	Mean	S.D.	Mean	S.D.	Mean	S.D.
	<i>Enough time off work</i>					
I have enough time after work to carry out personal and family matters.	3.43a	0.99	3.60ab	0.88	3.73b	0.82
<i>Workplace support on work-life balance</i>						
I can take time-off easily at short notice for unpredictable circumstances. (e.g. child is sick)	3.21a	1.10	3.53b	1.20	3.26a	1.19

Remark: Mean with the same letter are not significant different at 5 % level.

### Working Experience and Employee Commitment

To test Hypothesis 1.1.3, the independent sample ANOVA was applied. The results in *Table 20* showed that there were no significant differences of employee commitment between respondents with differing levels of work experience ( $p$  value  $> 0.05$ ).

Table 20 Working Experience VS Employee Commitment

Employee commitment factor	F-value	P-value
I have confidence in the future of my hotel	2.39	0.09
I feel proud to work for my hotel	0.08	0.92
I would recommend employment with my friend	1.43	0.24
Overall, I am satisfied with my current job.	0.73	0.48

### Objective 3: To investigate the influence of work values and work life balance factors on Generation Y employee commitment.

To answer this objective, multiple regression analysis was applied to investigate the relationship between work values, work-life balance and Generation Y employee commitment.

Cronbach's alpha was calculated to check whether it would be reliable to use grand means of each work value, work-life balance and employee commitment factor for further analysis. From *Table 21*, 13 attributes under work values were grouped into four factors which were centrality (four attributes), non-compliance (three attributes), leadership (three attributes) and recognition (two attributes). The highest Cronbach's alpha belonged to centrality (0.78) when the lowest factors belonged to non-compliance (0.52) and leadership (0.60). The results of non-compliance and leadership were too low to use for further analysis. One attribute was deleted in each of these factors. Reapplication of Cronbach's alpha resulted in scores of 0.67 for non-compliance and 0.75 for leadership, which placed the data in an acceptable range for further analysis.

19 attributes under work-life balance were grouped into 5 factors which were life orientation (four attributes), enough time off work (five attributes), workplace support on work-life balance (three attributes), maintaining work and career (five attributes) and voluntary reduction of contracted working hours to contracted working hours to cater for personal need (two attributes). The highest Cronbach's alpha belonged to enough time off work (0.76) when the

lowest factor belonged to voluntary reduction of contracted working hours to cater for personal need (0.24). The attribute of voluntary reduction of contracted working hours to cater for personal need was deleted because the Cronbach's alpha result was too low to use for further analysis.

Three attributes were grouped in employee commitment. The Cronbach's alpha of employee commitment was 0.92.

Table 21 showed that the Cronbach alpha ranged from 0.92 – 0.54.

Table 21 Cronbach's alpha of factors

<b>Factor</b>	<b>Mean</b>	<b>S.D.</b>	<b>Item</b>	<b>Cronbach alpha</b>
<b><i>Work values factors</i></b>				
Work centrality	4.31	0.53	5	0.78
Non-compliance	2.37	1.09	2	0.67
Leadership	3.46	0.85	2	0.75
Recognition	2.49	1.06	2	2.73
<b><i>Work-life balance factors</i></b>				
Life Orientation	4.24	0.59	4	0.73
Enough time off work	3.65	0.67	5	0.76
Workplace support on work-life balance	3.50	0.77	3	0.54
Maintaining work and career	3.66	0.61	5	0.65
<b><i>Employee commitment factors</i></b>				
Employee commitment	4.02	0.77	4	0.92

### **Work Values, Work-Life Balance and Employee Commitment**

Hypothesis 2: There is a relationship between work values, work life balance and Generation Y employee commitment.

To test Hypothesis 2, multiple regression was conducted using work value factors and work-life balance factors as the independent variables, whereas employee commitment was the dependent variable. The derived model clarified 40% of the variance at the employee commitment level.

Table 22 showed that three factors under work values, which were "Centrality", "Non-compliance" and "Recognition" with four factors under work-life balance,

which were “Maintain work and career”, “Life Orientation”, “Enough time off work” and “Workplace Support” had a positive correlation with Generation Y hotel employee commitment ( $p < 0.05$ ).

The results showed that “Non-compliance” scored the highest beta value (-0.27), followed by “Centrality” (0.19), “Life Orientation” (0.19), “Enough time off work” (0.17), “Maintaining work and career” (0.16), “Workplace Support” (0.13) and “Recognition” (0.12).

Table 22 Results of Regression

Model	Unstandardized		Standardized	t	Significance
	Coefficients		Coefficients		
	Beta	Std. Error	Beta		
(Constant)	0.13	0.32		0.41	0.68
Maintaining work and career	0.20	0.06	0.16	3.11	<u>0.00*</u>
Centrality	0.28	0.06	0.19	4.26	<u>0.00*</u>
Life Orientation	0.25	0.06	0.19	4.24	<u>0.00*</u>
Non-compliance	-0.19	0.03	-0.27	-5.68	<u>0.00*</u>
Enough time off work	0.19	0.05	0.17	3.75	<u>0.00*</u>
Workplace Support	0.12	0.05	0.13	2.72	<u>0.01*</u>
Recognition	0.09	0.03	0.12	2.62	<u>0.01*</u>

Remark: \* indicates statistically significant differences at  $p\text{-value} \leq 0.05$

## 5 CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

### 5.1 Conclusions

Out of 406 respondents, 258 or 64% were female and 148 or 36% were male. One hundred or 28% were at the age of 21-25, 156 or 38% were at the age of 26-30, and 137 or 34% were in the 31-35 age group. In terms of education, most of them (60%) had possessed a bachelor degree or higher, 27% had training from a vocational college, while 4% had diplomas. Nine percent had a high school education or lower. The majority of the respondents were single (270 or 67%). 123 or 30% were married. Only 3 % were widowed or divorced.

144 or 28% of them worked in Food and Beverage, 77 or 19% were in Front Office, 45 or 11% worked in Housekeeping, 46 or 11% were in Accounting and Finance and 124

or 31% were in Engineering and other departments. Taking into account work experience, the results indicated that more than half of the respondents possessed experience in the hotel industry of more than four years (233 or 58%). However, when examining years of experience with their current hotel, the results showed that 101 or 25% worked for less than one year, while 104 or 34% worked for 1 – 2 years. Only 43 Or 11% had been working with their current hotel for more than four years.

*Objective 1: To assess the work values, work-life balance and employee commitment of Generation Y hotel employees in Phuket.*

The results of this study show that in terms of work values, generation Y hotel employees in Phuket are willing to work hard and seriously concentrate on work activities. They perceive that their managers and supervisors respect their duties and responsibilities. They also trust and have confidence in their management. They are willing to be leaders in work activities and, at the same time, they tend to follow the rules and regulations of their workplace.

In terms of work life balance, generation Y hotel employees in Phuket are essentially committed to quality of life, and they have clear perceptions regarding how to manage work activities and personal life. They are satisfied with workplace support of their work life balance. However, they are happy to respond to their job responsibilities and workload. Generation Y hotel employees also have high commitment to their current employers. Overall, they are satisfied with their current jobs.

*Objective 2: To investigate the impacts of Generation Y's demographic characteristics (in terms of gender, education, and working experience) on work values, work-life balance, and employee commitment*

Figure 5 to 7 showed that gender, education and working experience have effects on work values, work-life balance, and employee commitment. In this study, the demographic characteristic of gender was seen to have an influence on work values, work-life balance and employee commitment. In contrast, education and working experience were not seen to have an impact on employee commitment. But education and working experience both had an influence on work values and work-life balance.

Figure 5 The influences of gender on work values, work-life balance and employee commitment

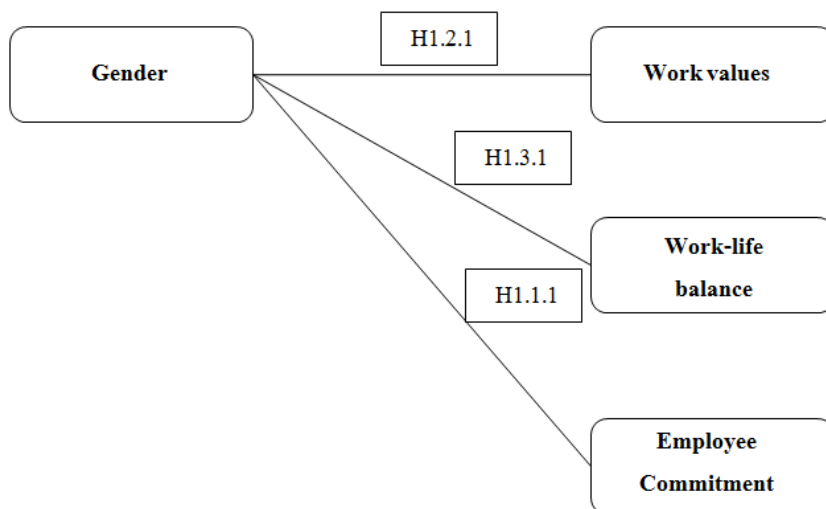


Figure 6 The influences of education on work values, work-life balance and employee commitment

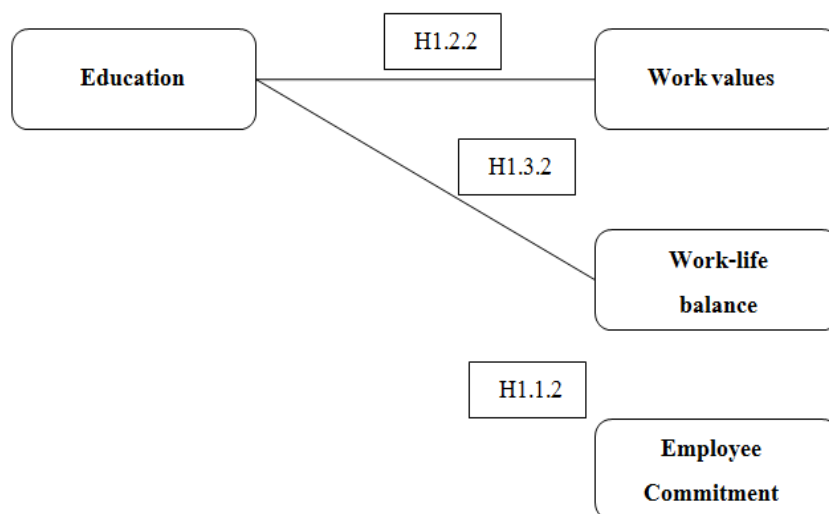
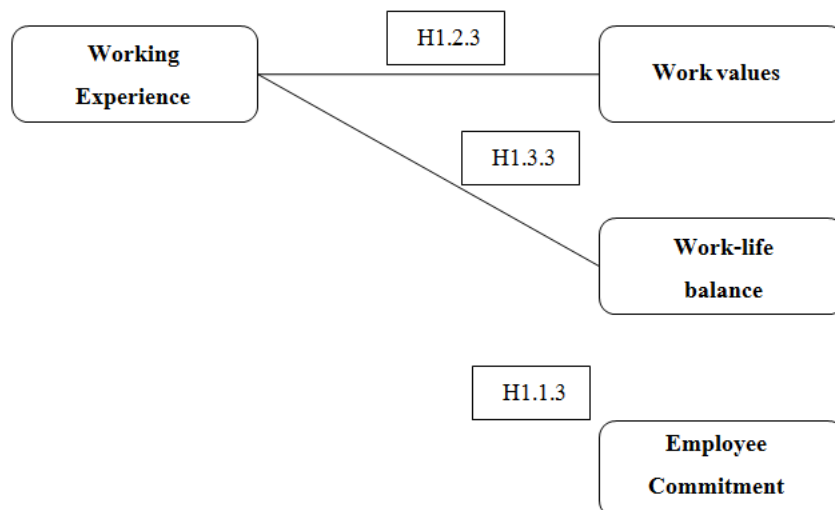


Figure 7 The influences of working experience on work values, work-life balance and employee commitment



Hypothesis 1.1.1, 1.2.1 and 1.3.1 were accepted. The results of this study showed that there was significant difference between work values, work-life balance and employee commitment factors, depending on the respondents' gender on work values, work-life balance and employee commitment factors.

Hypothesis 1.1.2 was rejected. The results of this study showed that respondents' levels of education had no significant impact on employee commitment factors. Hypothesis 1.2.2 and 1.3.2 were accepted. The results of this study showed that there was significant difference between the work values and work-life balance factors of respondents with varying educational levels.

Hypothesis 1.1.3 was rejected. The results of this study showed that the respondents' working experience had no significant impact on employee commitment factors. Hypothesis 1.2.3 and 1.3.3 were accepted. The results of this study showed that respondents' varying levels of work experience significantly affected the factors of work values and work-life balance.

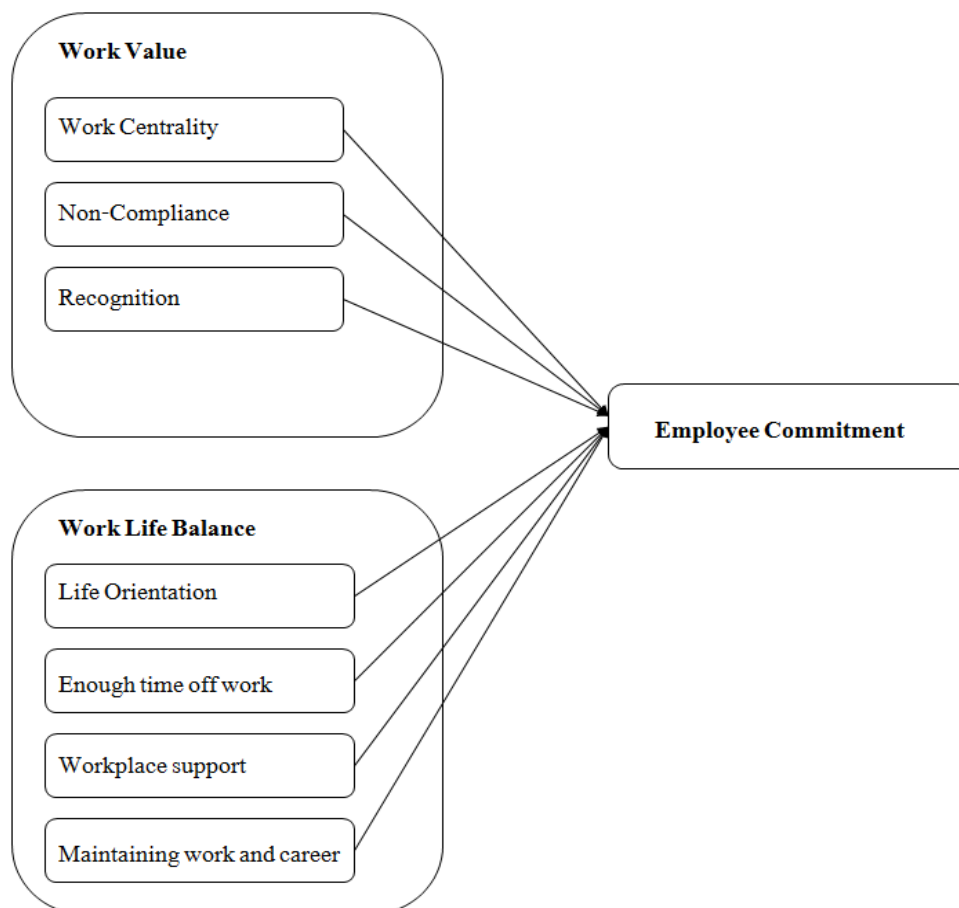
*Objective 3: To investigate the influence of work values and work-life balance factors on Generation Y employee commitment.*

This study found that there was a positive relationship between work values (work centrality, non-compliance, and recognition), work-life balance factors (life orientation,



enough time off work, workplace support and maintaining work and career), and employee commitment, as can be seen in figure 8.

Figure 8 The relationship between work values, work-life balance and employee commitment



Hypothesis 2 was accepted. The results of this study showed that there was a positive relationship between work values, work-life balance factors and employee commitment.

## 5.2 Discussion

*Objective 1: To assess the work values, work-life balance and employee commitment of Generation Y hotel employees in Phuket.*

The results of this study showed that in terms of work values, generation Y hotel employees in Phuket are willing to work hard and seriously concentrate on their work activity. They perceive their work values when their managers and supervisors respect their duties and responsibilities. The results of this study confirm the idea of Kalleberg (1977) that the empowerment of employees in the workplace has an influence on their work values. Generation

Y hotel workers also trust and have confidence in their management. They are willing to be leaders in their work activity and, at the same time, they tend to follow the rules and regulations of their workplace.

In terms of work-life balance, generation Y hotel employees in Phuket are essentially committed to their quality of life and they have a clear perception of how to manage their work activities and personal life. They are satisfied with their workplaces' support for work-life balance. However, they are happy to respond to their job responsibilities and accept heavy workloads. The findings of this study confirm previous research; for example, Wong and Ko (2009) and Tsai, Cheng and, Chang (2010) found that the factors of enough time-off from work, workplace support on work-life balance, flexibility of work schedules and life orientation have an effect on the work-life balance of hotel employees. Generation Y hotel employees also have high commitment to their current employers. Overall, they are satisfied with their current jobs.

*Objective 2: To investigate the impacts of Generation Y's demographic characteristics (in terms of gender, education, and working experience) on work values, work-life balance, and employee commitment.*

The effects of Generation Y's characteristics in term of gender, education and working experience on their work values, work-life balance and employee commitment in Phuket can be discussed as follows:

#### *Gender*

Male generation Y hotel employees are willing to follow their leaders. They perceive more strongly that they receive enough respect from their co-workers than do female generation Y hotel employees. In fact, they might feel proud to share their opinions with co-workers and leaders. They feel empowered to make decisions about their job responsibilities. These results are supported by Elizur (1994) and Karkoulian, Srour and Sinan (2016), who stated that gender differences influence work values and one's perspective of work balance. In contrast, female generation Y employees place importance on work activities, they pay high attention to the quality of their lives and are committed to their organizations more than male generation Y hotel employees. The reason may be that they place high importance on job security and intend to work harder to show their abilities in the workplace. Karkoulian, Srour, and Sinan (2016) also found, regarding gender perspectives on work balance, that both men and women are likely to

place significant importance on the balance between their job responsibilities and their families. They are looking for flexible work and work-life balance.

#### *Education*

Generation Y hotel employees that have bachelor degrees have a greater desire to develop their skills and professional jobs more than do employees who do not have degrees. In fact, they will likely seek recognition leading to promotions (Gursoy, Chi, and Karadag, 2013). They also perceive a better work-life balance in the quality of their lives, better maintaining work and workplace support than employees that have less than a bachelor degree. Wong and Ko (2009) also have confirmed that employees with bachelor degrees or higher have a higher expectation of quality time for their personal lives, and with their family and friends for their work-life balance.

#### *Working Experience*

Employees who had more years of working experience were more able to organize and make decisions in the workplace than were employees who had less work experience. In fact, they might have a better grasp of the steps of workflow, garnering them the respect that identifies them as leaders amongst their co-workers (Gursoy, Maier, and Chi, 2008). They can better manage their time and balance their work and personal lives than employees with less experience. Bingham et al. (2013) found that they might be better acquainted with the effect of their workflow and workplace support on their work-life balance.

*Objective 3: To investigate the influence of work values and work-life balance factors on Generation Y employee commitment.*

This study found that there was a positive relationship between work values (work centrality, non-compliance, and recognition), work-life balance factors (life orientation, enough time off work, workplace support and maintaining work and career), and employee commitment. This study supports the previous study of To, Martin and Yu (2015) and Jung and Yoon (2016), in which it can be seen that work values have a positive effect on employee commitment in terms of work centrality, non-compliance and recognition. In terms of leadership, there was no significant effect on employee commitment. In contrast, Hanaysha (2016) argued that leadership work values affect one's attitude toward employee commitment. This study also supports the ideas of Wong and Ko, (2009) and Brown, Thomas, and Bosselman (2015), in which

work-life balance factors (life orientation, enough time off work, workplace support and maintaining work and career) had an influence on employee commitment.

### **5.3 Recommendations**

Gender, education, and working experience have an effect on the work values, work-life balance, and employee commitment level of Generation Y hotel employees. Thus, human resource departments should have plans to manage employees with different demographic characteristics. In terms of gender, hotels should understand their employees' needs in order to provide suitable positions in the workplace. In terms of education level and work experience, human resource departments should support the education of employees and training courses in order to develop their knowledge and support their career advancement.

The results of this study showed that "Work Centrality", "Non-compliance", "Recognition", "Life Orientation", "Enough time off work", "Workplace support" and "Maintaining work and career" had positive relationships with employee commitment. The following suggestions are presented to help the hotel enhance Generation Y hotel employees' commitment.

In terms of work centrality, the hotel should provide training courses for employees in order to develop their skills and abilities. After the training, the hotel should give them a certificate of participation. Furthermore, opportunities are important for job security. When a position is available, the hotel should look for employees within the organization to promote. This would increase employee confidence in their career advancement prospects.

In terms of non-compliance, the management team should have meetings with employees in order to inform them of problems and to solicit employee opinions within the department. When the management team explains the mission and vision of the hotel to their employees, it causes them to feel respected and helps them to understand the management team to a greater extent.

In terms of recognition, the manager should empower the employees, allowing them to manage and make decisions regarding their job responsibilities by themselves. However, this empowerment must be under the control of the manager. Also, the hotel should create a standardized manual of work procedures for the employees. This would help everyone understand the workflow in the workplace.

In terms of life orientation, the hotel should work to fulfill the personal interests of the employees. The hotel should allow employees to have long vacations in low seasons. When employees work under high pressure in the workplace, they need time to relax and to get new inspiration for work. This would help Generation Y hotel employees to improve the quality of their lives.

In terms of enough time off work, the human resource department should provide more flexibility in the work schedule and avoid long work hours. Superiors should allow employees the flexibility to choose days off by themselves, whenever possible, so that the employees can work to balance their own work and personal lives.

In terms of work place support on work-life balance, hotels should have briefings at the departmental level to share ideas and to help solve the department's problems. Superiors should also provide suggestions and listen to their employees carefully in order to understand the needs of their personal lives.

In terms of maintaining work and career, the hotel should pay or compensate employees with days off. Moreover, the hotel should provide programs that evaluate the performance of employees in support of promotion opportunities and for their career growth within the organization.

#### **5.4 Limitations and suggestion for further research**

The results of this study only partially indicated the Generation Y hotel employees in Phuket. Only 11 3-5star hotels in Phuket participated in the study. Most of the respondents in the data collection were 4-star hotels. Therefore, the results are not representative of the entire hospitality industry.

This research is a study of hotels in general, not specify types of hotels, such as independent hotels and chain hotels. Future research should study especially hotel types in order to obtain a better understanding of work values, the work-life balance, and employee commitment.

This research is a study of only Phuket province in Thailand. The researcher recommends that future work focus more on the in-depth study of Generation Y hotel employees in other provinces in Thailand that attract tourists, in order to compare the results of this research.

Moreover, there were no studies of compensation factors and how they can affect work values, the work-life balance, and employee commitment of Generation Y employees. Further study should emphasize compensation factors as well.

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## Appendix A



**Master of Business Administration in Hospitality and Tourism Management,  
Prince of Songkla University,  
Phuket Campus International Program**

Dear Respondents,

I am an MBA student in Hospitality Management, Faculty of Hospitality and Tourism, Prince of Songkla University, Phuket Campus, Thailand. The purpose of this survey is collect data for my thesis on “The relationship between work value, work life balance and employee commitment: A case study of Generation Y hotel employees in Phuket”

I assure you that the data collected will be used for academic purpose only and will be kept confidential.

### Questionnaire

Please mark (X) in front of the correct answer

#### **Part I: General Information**

##### **1. Are you?**

Female       Male

##### **2. Marital status?**

Single       Married       Widow       Divorced

##### **3. What is your age?**

Between 15-20 years old       Between 21-25 years old       Between 26-30 years old  
 Between 31-35 years old       Between 36-40 years old

##### **4. What is your highest education?**

High School or less       Vocational College       Diploma  
 Bachelor's Degree       Higher than Bachelor's Degree       Other, please specific.....

##### **5. How long have you been working in hotel industry? (Working experience)**

Less than 1 year       1 year to 2 years       2 years to 3 years

3 years to 4 years                       4 years to 5 years                       More than 5 years

**6. How long have you been working for this hotel?**

Less than 1 year             1 year to 2 years             2 years to 3 years  
 3 years to 4 years             4 years to 5 years             More than 5 years

**7. What is your department in the hotel?**

Front Office Department             Housekeeping Department             Sales & Marketing Department  
 Engineering Department             Food & Beverage Department             Finance Department  
 Human Resources Department  Sport and Activity Department  Security Department  
 Kitchen / Food Preparation Department

**Part II: Work Value**

**Please indicate your level of agree with each of following statement.**

1= "Strongly disagree"    2 = "Somewhat disagree"    3= "Neutral"

4 = "Somewhat agree"    5 = "Strongly agree"

<b>Work Values</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) Job security is very important for me.					
2) I am willing to work hard and long hours.					
3) When it comes to my job, I am very idealistic and driven.					
4) I take my job and professional development very seriously.					
5) I am willing to wait for my turn for promotions and rewards.					
6) I am likely to challenge workplace norms such as dress codes, flextime, and employee-supervisor relations.					
7) I have low tolerance for bureaucracy rules.					
8) I am deeply cynical about management.					
9) I work best when there is strong leadership.					
10) I strive to be "in command" when I am working in a group.					
11) I find myself organizing and directing the activities of others.					
12) They treat younger employees like kids.					
13) No one respects younger employees because they are young.					

**Part III: Work life Balance**

<b>Work life balance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) I feel happy when I have quality family time for my family life.					
2) I have different responsibilities to meet during different life stages.					
3) I want to spend more time to fulfill my aspirations/interests.					
4) I would consider working fewer hours per shift each day (exclude meal time) for a pro-rated salary.					
5) I find it easy to concentrate at work because of family support and rewards.					
6) I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness.					
7) I can take time –off easily at short notice for unpredictable circumstances (e.g. child is sick)					
8) I accept working extra hours each day because I am committed to my job.					
9) My supervisor is understanding when I talk about personal or family issues that affect my work.					
10) I do not bring work home.					
11) I accept working extra hours each day because it is essential to progress in my career.					
12) I can schedule my preferred days off supported by my team.					
13) I can easily manage my work with my personal and family life because of the flexibility provided by the hotel.					
14) I choose not work over time even I got paid or compensated with day off.					
15) I can finish work within contracted hours (i.e.10 hours per shift)					
16) I accept working at least 12 hours a day to keep up my					

workload.					
<b>Work life balance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
17) I have enough time for sleeping.					
18) I have enough time after work to carry out personal and family matters.					
19) I have enough time for my family and friend.					
20) I feel very energetic after work.					

#### **Part IV: Employee Commitment**

**Please indicate your level of agree with each of following statement.**

1= "Strongly disagree" 2 = "Somewhat disagree" 3= "Neutral"

4 = "Somewhat agree" 5 = "Strongly agree"

<b>Employee commitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1) I have confidence in the future of my hotel.					
2) I feel proud to work for my hotel.					
3) I would recommend employment with my hotel to my friend.					
4) Overall, I am satisfied with my current job.					

## Appendix B



หลักสูตรบริหารธุรกิจมหาบัณฑิต สาขาการจัดการการบริการและการท่องเที่ยว  
มหาวิทยาลัยสงขลานครินทร์  
หลักสูตรนานาชาติ วิทยาเขตภูเก็ต

### เรียน ผู้ตอบแบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งของการศึกษาระดับปริญญาโท หลักสูตรบริหารธุรกิจ มหาบัณฑิต สาขาวิชาการจัดการการบริการและการท่องเที่ยว (หลักสูตรนานาชาติ) คณะการบริการ มหาวิทยาลัยสงขลานครินทร์ วิทยาเขตภูเก็ต โดยมีจุดประสงค์ในการศึกษาความสัมพันธ์ระหว่างคุณค่าของการทำงาน ความสมดุลระหว่างชีวิตการทำงานกับชีวิตส่วนตัว และความผูกพันทางใจต่อองค์กร ของพนักงาน โรงแรมเจเนเรชั่นวาย

ในจังหวัดภูเก็ตข้อมูลทั้งหมดจะเก็บเป็นความลับและใช้ในการศึกษาเท่านั้น

ขอขอบพระคุณเป็นอย่างสูงที่ท่านกรุณาสละเวลาให้ข้อมูลไว้ ณ โอกาสนี้ด้วย

### แบบสอบถาม

กรุณาทำเครื่องหมายกากบาท (X) หน้าคำตอบที่เป็นจริงที่สุด

#### ตอนที่ 1: ข้อมูลทั่วไป

1. กรุณาระบุเพศของท่าน

เพศหญิง       เพศชาย

2. สถานภาพทางครอบครัวของท่าน

โสด               แต่งงาน               หม้าย               หย่าร้าง

3. กรุณาระบุอายุของท่าน

ระหว่าง 15-20 ปี       ระหว่าง 21- 25ปี       ระหว่าง 26-30ปี

ระหว่าง 31- 35ปี       ระหว่าง 36- 40ปี

4. การศึกษาระดับสูงสุดของท่าน

มัธยมหรือต่ำกว่า       สายอาชีพ (ปวช หรือ ปวส)       อนุปริญญา

ปริญญาตรี               สูงกว่าปริญญาตรี               อื่นๆ โปรดระบุ .....

5. ประสบการณ์ในการทำงาน ท่านทำงานในโรงแรมมาเท่าไรแล้วในชีวิตของท่าน



น้อยกว่า 1 ปี       1 ปี แต่น้อยกว่า 2 ปี       2ปี แต่น้อยกว่า 3ปี

3ปี แต่น้อยกว่า 4ปี     4ปี แต่น้อยกว่า 5ปี       มากกว่า 5 ปี

6. ท่านทำงานในโรงแรม ณ โรงแรมที่ท่านทำงานในปัจจุบันเป็นระยะเวลาเท่าไร

น้อยกว่า 1 ปี       1 ปี แต่น้อยกว่า 2 ปี       2ปี แต่น้อยกว่า 3ปี

3ปี แต่น้อยกว่า 4ปี     4ปี แต่น้อยกว่า 5ปี       มากกว่า 5 ปี

7. กรุณาระบุแผนกในการทำงานของท่าน

แผนกต้อนรับ       แผนกแม่บ้าน/ ซักรีด/ ทำความสะอาดทั่วไป

ฝ่ายขายและการตลาด /ฝ่ายบริหารรายได้     แผนกช่าง / แผนกดูแลสวน

แผนกบริการอาหารและเครื่องดื่ม       แผนกครัว / ทำความสะอาดส่วนครัวและอุปกรณ์

แผนกทรัพยากรบุคคล แผนกฝึกอบรม       แผนกการเงินและบัญชี ชุมการ งานบริหาร

แผนกสันทนาการ       แผนกความปลอดภัย

อื่นๆ โปรดระบุ .....

## ตอนที่ 2: คุณค่าของการทำงาน

ท่านคิดว่าท่านเห็นด้วยกับปัจจัยคุณค่าของการทำงานเหล่านี้มากน้อยเพียงใด

โปรดทำเครื่องหมายกากบาท (X) ตรงกับช่องระดับความเห็นของท่าน โดยใช้เกณฑ์การประเมิน 5 ระดับดังต่อไปนี้

1= “ไม่เห็นด้วยอย่างยิ่ง” 2=“ไม่เห็นด้วย” 3=“ไม่มีความแตกต่าง” 4= “เห็นด้วย” 5=“เห็นด้วยอย่างยิ่ง”

คุณค่าของการทำงาน	1	2	3	4	5
1)ความมั่นคงในงานมีความสำคัญอย่างมากสำหรับข้าพเจ้า					
2)ข้าพเจ้ายินดีที่จะทุ่มเททั้งเวลาและแรงกายในการทำงาน					
3)เมื่อกล่าวถึงเรื่องงานแล้ว ข้าพเจ้าจะมุ่งมั่นตั้งใจเพื่อจุดหมายที่วางไว้					
4)ข้าพเจ้าสนใจในการพัฒนางานและอาชีพอย่างจริงจัง					
5)ข้าพเจ้ายินดีจะรอโอกาสในการเลื่อนตำแหน่งงานและรางวัล					
6)ข้าพเจ้ามีแนวโน้มที่จะท้าทายแนวปฏิบัติในที่ทำงาน ในเรื่อง การแต่งกาย เวลาทำงานที่ยืดหยุ่น และความสัมพันธ์ระหว่างหัวหน้ากับลูกน้อง เป็นต้น					
7)ข้าพเจ้ามีความอดทนต่อกฎระเบียบต่างๆ					
8) ลึกๆ แล้วข้าพเจ้ารู้สึกไม่ศรัทธาต่อผู้บริหาร					
9)ข้าพเจ้าจะทำงานได้ดีที่สุดเมื่อมีหัวหน้าเป็นผู้นำที่เข้มแข็ง					
10)ข้าพเจ้ากลายเป็นผู้สั่งการเมื่อข้าพเจ้าทำงานกลุ่ม					

11)ข้าพเจ้าพบว่าตัวเองมักเป็นผู้มอบหมายและเนะนํางานให้กับเพื่อนร่วมงาน					
12)หัวหน้างานส่วนใหญ่จะปฏิบัติกับพนักงานที่มีอายุน้อยกว่าเหมือนเด็ก ๆ					
13)ไม่มีใครให้เกียรติพนักงานที่มีอายุน้อยกว่าเพราะพวกเขายังเยาว์วัย					

### ตอนที่ 3: สมดุลชีวิตการทำงาน

ท่านคิดว่าท่านเห็นด้วยกับปัจจัยของสมดุลชีวิตการทำงานเหล่านี้มากน้อยเพียงใด

โปรดทำเครื่องหมายกากบาท (X) ตรงกับช่องระดับความเห็นของท่าน โดยใช้เกณฑ์การประเมิน 5 ระดับดังต่อไปนี้

1=“ไม่เห็นด้วยอย่างยิ่ง” 2=“ไม่เห็นด้วย” 3=“ไม่มีความแตกต่าง” 4=“เห็นด้วย” 5=“เห็นด้วยอย่างยิ่ง”

สมดุลชีวิตการทำงาน	1	2	3	4	5
1)ข้าพเจ้ารู้สึกมีความสุข เมื่อข้าพเจ้าใช้เวลาอย่างมีคุณภาพกับชีวิตครอบครัว					
2)ข้าพเจ้าต้องรับผิดชอบหน้าที่แตกต่างกันไป ในแต่ละช่วงชีวิต					
3)ข้าพเจ้าต้องการเวลามากขึ้น เพื่อทำความฝัน/สิ่งที่สนใจของข้าพเจ้าให้สำเร็จ					
4)ข้าพเจ้าอาจพิจารณาทำงานเพิ่มสัก 2 -3 ชั่วโมงต่อกะในแต่ละวัน (ไม่รวมเวลาทานอาหาร) เพื่อให้เพิ่มรายได้					
5)ข้าพเจ้ามีสมาธิในการทำงานดีขึ้น เมื่อได้รับการสนับสนุนจากครอบครัว					
6)ข้าพเจ้าเลือกที่จะไม่รับตำแหน่งที่สูงขึ้น สำหรับบางช่วงของชีวิต เพื่อแลกเปลี่ยนกับความสุขส่วนตัว และของครอบครัว					
7)ข้าพเจ้ามักลาหยุดได้เมื่อเกิดเหตุการณ์ที่คาดไม่ถึง (เช่น เมื่อลูกป่วย) เพียงแค่แจ้งให้หัวหน้างานทราบในระยะเวลาสั้นๆ					
8)ข้าพเจ้าขอมทำงานชั่วโมงเพิ่มเติมในแต่ละวัน เพราะว่าข้าพเจ้ารับผิดชอบต่องานของข้าพเจ้า					
9)หัวหน้างานของข้าพเจ้าเข้าใจ เมื่อข้าพเจ้าปรึกษาปัญหาส่วนตัวหรือปัญหาครอบครัวที่กระทบต่องานของข้าพเจ้า					
10)ข้าพเจ้าไม่นํางานกลับไปทำที่บ้าน					

สมดุลชีวิตการทำงาน	1	2	3	4	5
11)ข้าพเจ้ายอมทำงานชั่วโมงเพิ่มเติมในแต่ละวัน เนื่องจากเป็นสิ่งสำคัญที่จะนำไปสู่ความก้าวหน้าในอาชีพของข้าพเจ้า					
12)ข้าพเจ้าสามารถกำหนดวันหยุดที่ข้าพเจ้าต้องการได้ ด้วยการสนับสนุนของทีมงานของข้าพเจ้า					
13)ข้าพเจ้าสามารถจัดการงานของข้าพเจ้าให้เข้ากับชีวิตส่วนตัวและครอบครัวได้โดยง่าย เพราะ โรงแรมมีความยืดหยุ่น					
14)ข้าพเจ้าเลือกที่จะไม่ทำงานล่วงเวลา ถึงแม้ว่าจะได้เงินหรือได้วันหยุดทดแทน					
15)ข้าพเจ้าสามารถทำงานให้เสร็จได้ภายในชั่วโมงทำงานปกติ (เช่น 10ชั่วโมงต่อกะ)					
16)ข้าพเจ้ายอมทำงานอย่างน้อยวันละ 12ชั่วโมง เพื่อให้ทันกับงานที่มีปริมาณมาก					
17)ข้าพเจ้ามีเวลานอนเพียงพอ					
18)ข้าพเจ้ามีเวลาเพียงพอหลังเลิกงาน ที่จะจัดการเกี่ยวกับเรื่องส่วนตัวและครอบครัว					
19) ข้าพเจ้ามีเวลาเพียงพอสำหรับครอบครัวของข้าพเจ้า และเพื่อน					
20)ข้าพเจ้ารู้สึกกระฉับกระเฉงมากหลังเสร็จงาน					

#### ตอนที่ 4:ความผูกพันทางใจต่อองค์กร

ขอให้ท่านประเมินระดับความเห็นต่อความผูกพันทางใจต่อองค์กร

โปรดทำเครื่องหมายกากบาท (X) ตรงกับช่องระดับความเห็นของท่าน โดยใช้เกณฑ์การประเมิน 5 ระดับดังต่อไปนี้

1=“ไม่เห็นด้วยอย่างยิ่ง” 2=“ไม่เห็นด้วย” 3= “ไม่มีความแตกต่าง” 4= “เห็นด้วย” 5= “เห็นด้วยอย่างยิ่ง”

ความผูกพันทางใจต่อองค์กร	1	2	3	4	5
1) ข้าพเจ้ามีความมั่นใจในอนาคตของโรงแรมของข้าพเจ้า					
2)ข้าพเจ้าภูมิใจที่ได้ทำงานกับโรงแรมของข้าพเจ้า					
3)ข้าพเจ้าจะแนะนำให้เพื่อนของข้าพเจ้าร่วมงานกับโรงแรมของข้าพเจ้า					
4)โดยรวมแล้วข้าพเจ้าพึงพอใจกับงานปัจจุบันของข้าพเจ้า					

-ขอขอบพระคุณในการตอบแบบสอบถามและให้ความร่วมมือ-

## Appendix C



April 17, 2018

### *Letter of Acceptance*

Dear Ms. Ratirat Napathalung,

The Editorial Team of Journal of International Studies (JIS), is pleased to inform you that your manuscript entitled "Generation Y's Work Values, Work-life Balance and Employee Commitment: A Case Study of Hotel Employees in Phuket" has been accepted for the publication.

Your manuscript is scheduled to be published in the upcoming journal issue *Journal of International Studies, Prince of Songkla University*, Vol. 8 No. 1 January – June 2018

Kind regards,

(Mr. Jirameth Rungruang)

Editor-in-Chief

Journal of International Studies,

Prince of Songkla University



**VITAE**

**Name** Miss Ratirat Na Pathalung

**Student ID** 5830120001

**Education Attainment**

<b>Degree</b>	<b>Name of Institution</b>	<b>Year of Graduation</b>
Bachelor of Business Administration, (Hospitality Management)	Prince of Songkla University	2012

**Last of Publication and Proceeding**

Ratirat Na Pathalung. (2018). The relationship between work values, work-life balance, and employee commitment: A case study of Generation Y hotel employees in Phuket. *Journal of International Studies*, Prince of Songkal University 8(1) (January – June 2018.)